Government of Saskatchewan

Annual Report 2002 - 2003

Saskatchewan Justice

Saskatchewan
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Web address for the 2002-03 Saskatchewan Justice Annual Report:
www.saskjustice.gov.sk.ca

LETTERS OF TRANSMITTAL

July 2003

The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

As the Minister responsible for Saskatchewan Justice, it is my pleasure to respectfully submit the annual report for the year ending March 31, 2003.

Respectfully submitted,

The Honourable Eric Cline, Q.C.
Minister of Justice and Attorney General

July 2003

The Honourable Eric Cline, Q.C.
Minister of Justice and Attorney General
Province of Saskatchewan

Dear Mr. Cline:

I have the honour of submitting for your consideration the annual report of Saskatchewan Justice for the year ending March 31, 2003.

Respectfully submitted,

Doug Moen, Q.C.
Deputy Minister of Justice and Deputy Attorney General

WHO WE ARE

Saskatchewan Justice was established in 1983 pursuant to *The Department of Justice Act*. The mandate of the Department of Justice flows from the historic and constitutional role of the Attorney General to uphold the rule of law[1], protect basic legal rights of citizens, and ensure good and proper administration of justice.

The mandate represents a significant responsibility and power. The exercise of this power must be highly principled and absolutely fair. The Government itself is subject to the law and must operate in accordance with the law. One important aspect of this role is the provision of legal and policy services to Government. This includes serving as the Government's official legal advisor and representing the Government before courts and tribunals, as well as advising departments and agencies about developing legislative proposals and drafting all legislative instruments.

Effective justice services contribute to social stability, and by extension, to a high quality of life for citizens. Justice services must reflect the norms of the community and support a sound, healthy society.

The justice system must effectively enforce the criminal law, including the need to be tough on serious crime and the need for integrated approaches in situations where the offender can be effectively dealt with in the community. The justice system must also provide effective mechanisms for resolving social conflict to ensure that people do not turn to socially destructive ways of dealing with their issues. Finally, the justice system must respond to the legal and social needs of people, particularly those in vulnerable circumstances and people involved in family disputes.

As well, the justice system plays a key regulatory function in the marketplace to safeguard consumer and public interests and support economic well-being.

OUR VISION

A fair, equitable, and safe society supported by a justice system that is trusted and understood.

[1] In general terms, the rule of law means that the government and all citizens are subject to the law and must operate according to its terms.

The following table outlines the key functions of the Department of Justice and lists the partners required to ensure that we achieve the goals and objectives of our strategic plan.

KEY FUNCTIONS OF JUSTICE	KEY PARTNERS
Administration and delivery of justice ■ Prosecuting offences under the *Criminal Code*, the *Young Offenders Act*, and provincial statutes ■ Providing civil legal services to government ■ Providing provincial policing services ■ Operating the Provincial Court, Court of Queen's Bench, and Court of Appeal (except for the appointment of superior court judges) ■ Recognizing and responding to the needs of victims of crime ■ Supporting community justice responses to crime through crime prevention, family violence treatment programs, and alternative measures programs.	■ Judiciary ■ Department of Corrections and Public Safety ■ Police ■ Federal/Provincial/Territorial Justice departments and agencies ■ Defence bar, including Legal Aid ■ Community justice agencies, including Aboriginal service delivery agencies ■ Aboriginal Courtworkers ■ Municipal and First Nations and Métis authorities involved in justice issues
Protection of basic legal rights and relationships ■ Protecting and managing the estates of persons who are unable to manage their own affairs, children, and estates of deceased persons through the Public Guardian and Trustee ■ Operating the provincial coroners system ■ Registering and/or licensing all corporations and entities that conduct business in the province ■ Providing family justice services, including enforcing maintenance orders ■ Regulating consumer and marketplace relations	■ Private bar ■ Police ■ Business organizations ■ Federal/Provincial/Territorial authorities exercising similar responsibilities
Other Justice functions ■ Developing alternative mechanisms to resolve disputes outside the courts through legislated initiatives and education ■ Administrating *The Freedom of Information and Protection of Privacy Act* ■ Providing legal publications through the Queen's Printer Revolving Fund ■ Operating the Marriage Unit	■ Consumer organizations ■ Police ■ Mediation, arbitration and collaborative law organizations ■ Federal/Provincial/Territorial authorities exercising similar responsibilities

BOARDS AND COMMISSIONS

The Minister of Justice is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from Saskatchewan Justice, including:

- Automobile Injury Appeal Commission;
- Commission on First Nations and Métis Peoples and Justice Reform;
- Co-operative Securities Board;
- Farm Land Security Board;
- Farm Tenure Arbitration Board;
- Film Classification Appeal Committee;
- Film Classification Board;
- Human Rights Commission;
- Law Reform Commission;
- Office of the Rentalsman;
- Provincial Mediation Board;
- Public Disclosure Committee;
- Public and Private Rights Board;
- Saskatchewan Financial Services Commission;
- Saskatchewan Human Rights Tribunal;
- Saskatchewan Legal Aid Commission;
- Saskatchewan Police Commission;
- Saskatchewan Police Complaints Investigator; and
- Surface Rights Board of Arbitration.

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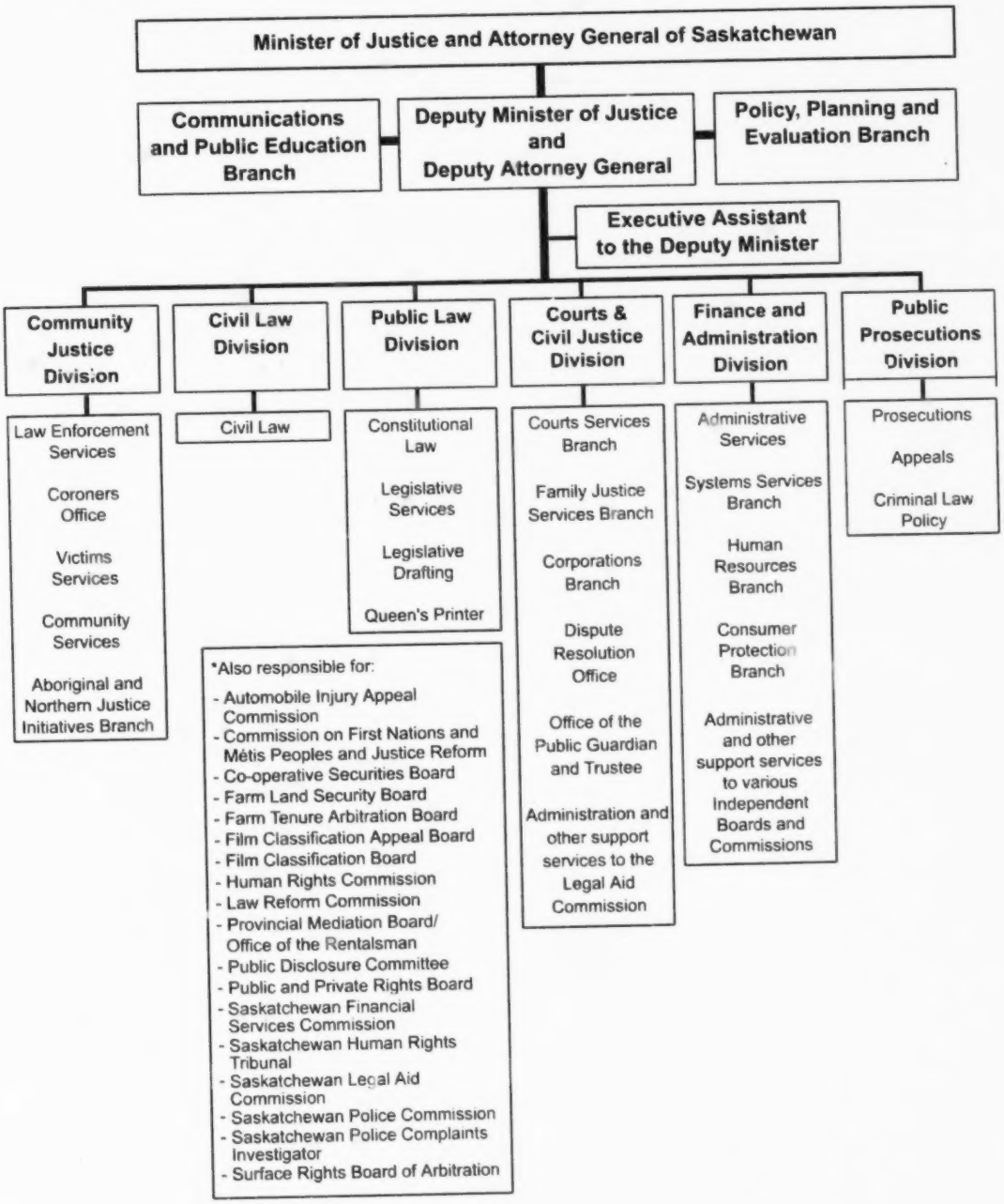
ORGANIZATIONAL CHART

as of March 31, 2003


Minister of Justice and Attorney General of Saskatchewan
Communications and Public Education Branch
Deputy Minister of Justice and Deputy Attorney General
Policy, Planning and Evaluation Branch
Executive Assistant to the Deputy Minister
Community Justice Division
Civil Law Division
Public Law Division
Courts & Civil Justice Division
Finance and Administration Division
Public Prosecutions Division
Law Enforcement Services
Coroners Office
Victims Services
Community Services
Aboriginal and Northern Justice Initiatives Branch
Civil Law
Constitutional Law
Legislative Services
Legislative Drafting
Queen's Printer
Courts Services Branch
Family Justice Services Branch
Corporations Branch
Dispute Resolution Office
Office of the Public Guardian and Trustee
Administration and other support services to the Legal Aid Commission
Administrative Services
Systems Services Branch
Human Resources Branch
Consumer Protection Branch
Administrative and other support services to various Independent Boards and Commissions
Prosecutions
Appeals
Criminal Law Policy
*Also responsible for:
- Automobile Injury Appeal Commission
- Commission on First Nations and Métis Peoples and Justice Reform
- Co-operative Securities Board
- Farm Land Security Board
- Farm Tenure Arbitration Board
- Film Classification Appeal Board
- Film Classification Board
- Human Rights Commission
- Law Reform Commission
- Provincial Mediation Board/ Office of the Rentalsman
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Financial Services Commission
- Saskatchewan Human Rights Tribunal
- Saskatchewan Legal Aid Commission
- Saskatchewan Police Commission
- Saskatchewan Police Complaints Investigator
- Surface Rights Board of Arbitration

OUR 2002-03 ANNUAL REPORT

With the release of our 2001-02 Annual Report, a transformation in the type of information being released to the public and stakeholders began. Our 2001-02 Annual Report clearly spelled out our plans for the future and it included the Department's 2002-03 Performance Plan.

Our 2002-03 Annual Report builds on the transformation started last year and serves two distinct functions:

- it reports on our results, in the context of our 2002-03 Performance Plan; and
- it sets out our updated plan for 2003-04 and beyond.

The 2000-01 Budget Address announced that Government would be fully implementing a new accountability framework over the next few years, "giving Saskatchewan people solid reference points by which to judge the performance of their Government". The continuing improvements occurring in our Annual Report are tied to the on-going implementation of this broader initiative.

We believe that reporting progress against our previously released plan increases our accountability to the citizens we serve and improves the ability to assess our performance results. In future years, our Annual Report will continue to evolve providing more and better information to the public.

2002-03 FISCAL YEAR RESULTS

OVERVIEW OF PLAN FOR 2002-03 AND BEYOND

The following goals and objectives were released in our plan for 2002-03 and beyond in August 2002. The first part of our Annual Report reports our progress towards our long-term objectives.

OUR VISION
A fair, equitable, and safe society supported by a justice system that is trusted and understood

GOAL 1: SAFE COMMUNITIES
Preserve public order and personal safety, reduce crime, and protect the rights of people.

Objective 1: Hold offenders accountable through effective enforcement and responses to offending and protect the rights of persons in criminal processes.

Objective 2: Respond to the needs of victims throughout the criminal justice process.

Objective 3: Support effective community engagement in crime prevention and responses to offending.

GOAL 2: ABORIGINAL JUSTICE
The justice system responds to the needs and values of Aboriginal people and contributes to a more inclusive society.

Objective 4: Increase the participation and confidence of Aboriginal people in the administration of justice.

Objective 5: Reduce the high rates of offending and victimization among Aboriginal people.

GOAL 3: CIVIL AND FAMILY JUSTICE
Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and persons involved in family disputes.

Objective 6: Improve access to effective dispute resolution processes.

Objective 7: Improve access to support services that promote resilient children and families.

Objective 8: Protect the interests of children and adults who are unable to manage their own affairs.

GOAL 4: MARKETPLACE RELATIONS
A fair and efficient marketplace.

Objective 9: Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation.

GOAL 5: LEGAL SERVICES
Uphold the rule of law and provide legal services that meet public needs.

Objective 10: Provide quality legal and policy advice to government and effective representation in litigation and other dispute resolution processes.

RESULTS AT A GLANCE

The Department of Justice responded to many challenges facing the justice system in 2002-03. Highlights of the most significant performance results are shown below by strategic goal.

KEY ACCOMPLISHMENTS

GOAL 1: SAFE COMMUNITIES
Preserve public order and personal safety, reduce crime, and protect the rights of people.

- Funded the Serious Crime Task Force and the Serious Habitual Offender Comprehensive Action Plan (SHOCAP) and expanded SHOCAP from Prince Albert, Regina, and Saskatoon to include North Battleford.
- Planned for the implementation of the *Youth Criminal Justice Act* with other departments, including the Departments of Corrections and Public Safety and Health.
- Implemented and evaluated Phase One of the Regina Auto Theft Strategy with the Department of Corrections and Public Safety and the Regina Police Service.
- Implemented specific steps under the interdepartmental strategy to stop the sexual exploitation of children and youth which included amendments to *The Highway Traffic Act* and amendments to *The Victims of Crime Act* regulations.

GOAL 2: ABORIGINAL JUSTICE
The justice system responds to the needs and values of Aboriginal people and contributes to a more inclusive society.

- Provided funding to the Commission on First Nations and Métis Peoples and Justice Reform.
- Made a joint submission with the Department of Corrections and Public Safety to the Commission on First Nations and Métis Peoples and Justice Reform.
- Continued to support Aboriginal programming in the criminal justice system, including Northern Cree Circuit Court, Aboriginal Courtworker Program, Aboriginal victim services, Aboriginal community justice programs, RCMP First Nations Community Policing Agreements, and the File Hills Agency First Nations Police Service.

GOAL 3: CIVIL AND FAMILY JUSTICE
Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and persons involved in family disputes.

- Established a French Language Court Services Committee and developed and implemented a policy on French Language Court Services.
- Implemented a pilot support variation project in July 2002 to help low-income persons vary child maintenance orders and agreements.
- Introduced and implemented *The Interjurisdictional Support Orders Act* to streamline the process for obtaining, changing, and enforcing support orders.
- Introduced and implemented *The Enforcement of Maintenance Orders Amendment Act* to help families obtain maintenance payments from parents who try to avoid making payments.
- Introduced and implemented *The Powers of Attorney Act, 2002*, to protect people who give another person decision-making authority over their financial affairs through power of attorney.

GOAL 4: MARKETPLACE RELATIONS
A fair and efficient marketplace.

- Established the Saskatchewan Financial Services Commission to serve as a single financial services sector regulatory body in areas of provincial jurisdiction.
- Introduced the amendment to *The Consumer Protection Act* to provide protection to people who buy goods and services on the internet and continue to work on the regulations in cooperation with other provinces.

GOAL 5: LEGAL SERVICES
Uphold the rule of law and provide legal services that meet public needs.

- Delivered legal and policy advice to departments and agencies of the government.
- Co-chaired the Federal/Provincial/Territorial committee that produced a report on custody and access and child support entitled "Putting Children First".
- Provided advice and dispute resolution services through the Dispute Resolution Office to several government departments to assist in the resolution of a number of complex, multi-party disputes.

The Department's 2002-03 budget was $184,206,000. The Department also received a Special Warrant authorizing an additional $465,000, as well as $196,223 for statutory expenditures as authorized by law. Total available funding for the Department was $184,867,223.

Additional funding of $465,000 was provided by the federal government to offset expenditures related to the implementation of the *Youth Criminal Justice Act*. Statutory funding of $30,793 was for Land Title Assurance Claims and $165,429 for Salaries - Provincial Court Judges.

The 2002-03 actual expenditures were $184,284,435, a variance of $582,787 less than the approved level of funding. The following table summarizes the actual expenditures.

2002-03 Actual Expenditures

Personal Services	$49,348,508
Travel	1,974,749
Transfers	101,484,749
Supplier Payments:	
Contract Services	6,911,536
Communications	361,978
Supplies and Services	18,319,260
Equipment and Other Assets	2,308,230
Other Expenditures	3,575,425
Total	$184,284,435

Third Party Funding (Transfers)

Royal Canadian Mounted Police Services	$83,677,295
Legal Aid Commission	11,915,000
Various Police Services	3,342,000
Community Justice Initiatives	2,109,390
Other third party funding	441,065
Total	$101,484,749

The Department is responsible for managing and operating the following revolving or special purpose funds:

- Queen's Printer Revolving Fund
- Victims' Fund

Information regarding the 2002-03 business activities of these funds can be found in Appendix B of this annual report. The financial statements for these funds can be found at the Department web site: www.saskjustice.gov.sk.ca.

2002-03 PERFORMANCE RESULTS

The following section provides detailed information on the progress we have made towards our longer-term objectives. The key actions originally presented in our 2002-03 Performance Plan are shown below each objective, followed by our actual progress towards the key action. Results have been included for all key actions that were published in our 2002-03 Performance Plan, unless disclosed.

GOAL 1: SAFE COMMUNITIES
Preserve public order and personal safety, reduce crime, and protect the rights of people.

Objective 1: Hold offenders accountable through effective enforcement and responses to offending and protect the rights of persons in criminal processes.

Saskatchewan citizens want their families, their homes, and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system. This includes responding to emerging criminal law issues and initiatives in the areas of law enforcement, victims' services, and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations, and involvement of victims.

Justice, together with the Department of Corrections and Public Safety (CPS), continues to work towards ensuring offender accountability. Offenders are held accountable in three ways: custodial sentences and community supervision orders, financial commitments, and community justice programs. As shown below, the Department supports effective police responses to crime and works to improve performance in fine collection and community justice programs. The Department is also improving its processes to protect the rights of offenders in criminal processes by conducting pilot projects, such as adult duty counsel[2] through Legal Aid.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Fund the Serious Crime Task Force and the Serious Habitual Offender Comprehensive Action Plan (SHOCAP).

SHOCAP was expanded from Prince Albert, Regina, and Saskatoon to include North Battleford. Plans were made in 2002-03 for the Prosecutions Division to transfer a position to North Battleford in 2003-04 to support both the SHOCAP project and an enhanced diversion program to deal with the high rate of youth crime in the Battlefords. Discussion continues on developing an outcome-focused evaluation plan for SHOCAP.

- Expand the Serious Crime Units in Estevan, Weyburn, Prince Albert, Moose Jaw, and Regina.

Expansion of the Serious Crime Units in Estevan, Weyburn, Prince Albert, and Moose Jaw has been completed. As well as increasing municipal police by four positions, the RCMP have added six positions, one in each city, to form integrated units, one provincial position to deal with proceeds of crime investigations, and an additional position in Prince Albert to attempt to stem the flow of drugs to the North. These positions are part of the 26 new police officer positions created in 2002-03. There are no plans to expand in Regina at this time.

[2] Duty Counsel refers to legal services provided by a lawyer at a location other than a Legal Aid office, where the person assisted has not applied in writing to request legal aid services.

- Fund 26 new police officer positions, including 14 municipal officers and 12 RCMP officers.

Fourteen municipal officers and 12 RCMP officers are in place. Since 1999, the Department of Justice has funded a total of 132 additional policing positions to enhance policing services in Saskatchewan.

- Work with police to develop a strategic plan to respond to organized crime.

The Department is working with the Saskatchewan Association of Chiefs of Police (SACP) to implement a strategic plan developed by SACP to respond to organized crime.

- Participate in the implementation and evaluation of the Regina Auto Theft Strategy.

Justice, together with Saskatchewan Corrections and Public Safety and the Regina Police Service, continues to participate in the implementation of the Regina Auto Theft Strategy, initiated in February 2002. The strategy has resulted in a 37 per cent reduction in auto thefts from February 1, 2002 to January 31, 2003. Prosecutions Division reallocated resources in 2002-03 to dedicate a position to this project.

An external evaluator conducted a process-based evaluation, publishing a report in the fall of 2002. The three participating agencies used the information from the report to improve the program and move towards the development of an outcome-focused evaluation plan for implementation in 2003-04.

- Support development of community-based policing.

Police services were encouraged to allocate new positions to community policing activities. Approximately 28 of the 132 officers, deployed under the policing commitment made in the 1999 Throne Speech, are working in various aspects of community policing.

- Evaluate the adult duty counsel pilot projects established in custody court in Regina and Saskatoon.

The external evaluator contracted by the Saskatchewan Legal Aid Commission submitted the final report to the Commission in January 2003. The report has been distributed to stakeholders for comment. A steering committee composed of the Chief Executive Officer of the Commission and directors in Saskatchewan Legal Aid offices is preparing an implementation plan for 2003-04.

- Work with the federal government to implement a national sex offender registry.

As the result of Federal/Provincial/Territorial discussions, federal legislation to establish a national sex offender registry was tabled in Parliament in December 2002. The legislation is proceeding through federal approval processes and discussions on implementation issues have begun.

- Implement videoconferencing in one provincial court location.

Project planning and stakeholder consultations about the implementation of videoconferencing in Saskatoon Provincial Court and the Saskatoon Correctional Centre have been completed. It is expected that videoconferencing will be in place by October 2003 and will reduce the number of prisoners that need to be transported.

- Review interpreter services provided at northern court locations for people who do not understand or speak English.

Interpreter services at all northern court locations have been reviewed. The Northern Cree Circuit Court has a full-time interpreter travelling with the court party. As well, a Dene interpreter regularly travels with the court party out of La Ronge. Provincial court circuit points out of Meadow Lake continue to use the services of interpreters from local communities.

- Review the Justice of the Peace program in Saskatchewan.

A review of the Traffic Safety Court component of the Justice of the Peace program was completed in 2002-03. Based on this review, a restructuring of the Court to improve services and achieve efficiencies was initiated in Regina and Saskatoon in November 2002.

Terms of reference for a review of other components of the Justice of the Peace program are being developed, with the review to be completed in 2003-04.

An expansion of the role of justices of the peace occurred when *The Emergency Protection for Victims of Child Sexual Abuse* legislation came into force on October 1, 2002. An application for an Emergency Protective Intervention Order may be made to a designated Justice of the Peace by a child protection worker, a peace officer, or a person designated in the regulations. Three justices of the peace have been provided with this special designation.

- Work with the Departments of Corrections and Public Safety and Health and other departments to plan for the implementation of the *Youth Criminal Justice Act.*

The *Youth Criminal Justice Act* came into force on April 1, 2003. Prior to that date, the Department co-chaired an interdepartmental committee and supported interagency work. Department policies were updated, programs were developed, systems were enhanced or established, forms were developed, legislative authorities were obtained, and training and information was provided to Police, Crown Prosecutors, Legal Aid, and other front-line workers involved in the delivery of youth justice.

Objective 2: Respond to the needs of victims throughout the criminal justice process.

The Department supports timely and appropriate responses to the needs of victims of crime. We believe that these needs can be best met by:

- effectively managing the Victims Fund to maximize funding for programs and services;
- providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal people, and persons with disabilities);
- providing financial compensation and support services to help victims through the criminal justice process;
- helping victims have a greater voice in the criminal justice process; and
- educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner.

The Department continues to look for ways to improve its response to victims through program expansion and program research and evaluation to ensure effective service delivery.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Work with 17 police-affiliated victim services and three victim/witness programs to provide services to meet the needs of victims of crime.

Support to police-affiliated programs continued in cooperation with the RCMP and municipal police services. Two training sessions were provided to Victims Services program staff. As well, Victims Services and the RCMP worked together to develop processes to address privacy concerns and to ensure victims continued to be referred to local victims services programs. The development of a provincial Child Witness Protocol and a plan for a child-friendly courtroom in Regina were initiated.

- Implement responses to the report of the Special Committee to Prevent the Abuse and Exploitation of Children Through the Sex Trade, such as amendments to *The Highway Traffic Act* that give police the authority to seize and impound vehicles used in the commission of a sex trade offence.

In 2002-03, the Department supported the implementation of a comprehensive interdepartmental strategy to stop the sexual exploitation of children and youth. This included training for 50 police and RCMP officers, facilitating the development of community-based programs for offenders, developing and implementing legislation and policies, assisting municipal police services to implement a tracking program for offenders, and initiating research to support an evaluation of the impact of elements of the strategy.

In 2002-03, amendments to *The Highway Traffic Act* and *The Victims Act* enhanced capacity to intervene in child sexual exploitation situations to stop offenders and support victims. *The Highway Traffic Act* amendments allow the police to seize vehicles used in the commission of a prostitution offence and to suspend the licenses of those convicted of offences, including offences involving children. As of March 31, 2003, 92 vehicles have been seized. Further amendments created an offence of repeatedly driving or parking a vehicle, without lawful excuse, in an area that is frequented by sex trade workers. *The Victims of Crime Act* regulations were changed to ensure that child and youth victims exploited by sex trade crime have access to a full range of victim services, including compensation.

- Fund services to victims of family violence.

Aboriginal family violence programs funded by the Department in five urban centres continued to respond to community needs. The programs' 2002-03 mid-year progress reports demonstrated an increase in the number of clients served. Work with key stakeholders in the Battlefords area began with the development of a coordinated multi-disciplinary community response to situations of family violence. Province-wide multi-disciplinary training on the Justice Response to Domestic Violence was completed.The spousal violence tracking project continued at two sites. A third northern site was added this fiscal year. This study will provide data on current policies, procedures and outcomes in police-reported incidents that involve spousal violence. The project will be completed by September 2004 and will provide excellent information for future funding decisions.

- Evaluate police-affiliated victims services programs, including conducting a client survey.

Data gathering was completed and a report is expected in July 2003. Funding for the final phase of the evaluation (collecting the remaining data through stakeholder consultation) was obtained from the federal Victims Fund. Planning began for province-wide consultation to complete data collection in this project.

- Publish reports on roundtable meetings conducted to gather information on the extent to which victims services programs are meeting the needs of Aboriginal people and people who are older or who have disabilities.

Reports were distributed to participants, provincial and federal justice officials, and others interested in victim issues in June 2002. The reports are available upon request from Saskatchewan Justice Victims Services.

***Objective 3*: Support effective community engagement in crime prevention and responses to offending.**

The Department supports a community justice and restorative justice strategy. We believe that the community must participate in dealing with offending and victimization, and that restorative approaches should be used. This approach emphasizes healing and rehabilitation while holding the offender accountable for the harm done to the victim and the community.

Overall, the Department's community-based approach in areas of crime prevention, victimization, and offending has proven very successful. The majority of projects meet the criteria for continued funding and constantly demonstrate growth in community capacity to respond to crime prevention issues.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Support community-based programs that provide diversion, crime prevention, and community-based justice programs and enhance community capacity.

Two new communities received funding for community justice programs this fiscal year: Ahtahkakoop First Nation and Thunderchild First Nation. All community justice programs include a crime prevention component based on community need. As well, two programs were relocated to other service providers and one program was no longer funded following the dissolution of the Aboriginal Women's Council of Saskatchewan.

The framework for an evaluation of the Prince Albert Alternative Measures Program was developed in 2002-03 and will be implemented in 2003-04.

- Review the Justice Provincial Crime Prevention Strategy and its funded programs to determine its effectiveness.

Programs provide regular activity reports. A review of current evaluations conducted in other crime prevention programs was completed and an evaluation plan will be implemented in 2003-04.

GOAL 2: ABORIGINAL JUSTICE
The justice system responds to the needs and values of Aboriginal people and contributes to a more inclusive society.

Objective 4: Increase the participation and confidence of Aboriginal people in the administration of justice.

With Aboriginal communities and Aboriginal leaders, we seek a justice system that accounts for cultural distinctiveness and actively involves Aboriginal people and communities in positive ways. The Department supports the need to reform the justice system to better meet the needs of Aboriginal people.

The Department encourages the participation of Aboriginal people in the administration of justice through its community-based service delivery approach that suggests Aboriginal people are best able to provide services to Aboriginal people. The Department is working in a variety of ways, including support of the Commission on First Nations and Métis Peoples and Justice Reform and the establishment of the Northern Cree Circuit Court, to build the confidence of Aboriginal people in the justice system.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Make submissions to and fund the Commission on First Nations and Métis Peoples and Justice Reform.

The Department of Justice and the Department of Corrections and Public Safety presented a joint submission to the Commission in January 2003. Justice funding of $1,435,000 was provided in 2002-03.

Justice also co-chaired an interdepartmental presentation to the Commission on the *Youth Criminal Justice Act* implementation plan in August 2002.

- Participate in discussions with Aboriginal organizations, the federal government, and others, about changes to the justice system.

Saskatchewan Justice and Justice Canada jointly funded the Federation of Saskatchewan Indian Nations in the amount of $197,950 ($106,950 provincial funding) to support policy development and community justice training. Métis Family and Community Justice Services Inc., the justice and social services affiliate of the Métis Nation of Saskatchewan, was jointly funded with Justice Canada in the amount of $102,500 ($52,500 provincial funding). As well, discussions continued on justice issues through the Exploratory Treaty Table, including Saskatchewan Justice participation in a Justice Symposium sponsored by the Office of the Treaty Commissioner in October 2002. As well, the Department continues to negotiate with the federal government and Meadow Lake Tribal Council on a self-government agreement, including justice matters related to First Nations laws and programs.

Aboriginal justice issues are also addressed through an on-going range of bilateral and tripartite forums and discussions. For example, discussions have been held with northern communities on justice issues affecting the North, leading to a forum planned for spring 2003.

- Evaluate the process and outcomes of the Northern Cree Court Circuit, including the impact it has on the justice system and on communities.

An external evaluator was contracted to evaluate the Northern Cree Court Circuit over two fiscal years. The first part of the evaluation reviewed the Cree-speaking Legal Aid Lawyer Project. The final report on this project is due in June 2003. The overall evaluation of the Court continues to March 2004.

- Establish an Elders' advisory committee for the Department.

A discussion paper, including Terms of Reference for the committee, is being developed.

Objective 5: Reduce the high rates of offending and victimization among Aboriginal people.

Aboriginal people experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal people. They represent 13.5 per cent of the provincial population and 9.5 per cent of the adult population 18 years of age and older, yet account for about 40 per cent of those accused of crime, and a similar proportion of those victimized by violent crime. The historical impact of colonization, race-based social exclusion, and the disadvantaged circumstances of many Aboriginal people has resulted in lower educational achievement, unemployment, poverty, high rates of substance abuse, family violence, and family and community dysfunction. The justice system, through its objective of providing greater social order, helps to build healthy communities.

This objective deals with social challenges that must be addressed by all areas of government. While the Department is working to reduce the high rates of offending and victimization in the Aboriginal population, other changes must take place in the education, employment, health and other sectors of society. To meet these challenges, the Department is participating in the Métis and Off-reserve strategy.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Support Aboriginal programming in the criminal justice system, including Northern Cree Court Circuit, Aboriginal Courtworker Program, Aboriginal victim services, Aboriginal community justice programs, RCMP First Nations Community Policing Agreements, and the File Hills Agency First Nations Police Service.

The Department continues to support initiatives that address the needs of Aboriginal people in the criminal justice system through funding and guidance in policy and procedural areas. Through its community development initiatives that encourage Aboriginal-delivered programs, Justice continues to build capacity in Aboriginal communities, as well as establish bridges between the justice system and community.

For example:
- the interim reports in the evaluation of the Northern Cree Circuit Court Project state that community representatives report that the initiative is positive, it meets community needs, and it has potential for growth; and
- The Aboriginal Resource Officer Program, working in the area of victim services, served approximately 2,600 Aboriginal victims and their families in 2002-03 in five urban areas.

The Department supports community capacity-building. For example:
- the Dispute Resolution Office, in partnership with the Federation of Saskatchewan Indian Nations and the RCMP, delivered 12 workshops to train mediators in First Nations communities and to further develop training capacity within communities; and
- the Dispute Resolution Office designed and facilitated an education symposium for Scenic Valley School Division and the five First Nations within the area - Sakimay, Peepeekisis, Okanese, Starblanket and Little Black Bear - to strengthen partnerships among the organizations. This initiative supported the establishment of a Youth Task Force to address youth issues, including the issue of youth gangs.

GOAL 3: CIVIL AND FAMILY JUSTICE
Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and persons involved in family disputes.

Objective 6: Improve access to effective dispute resolution processes.

The Department supports dispute resolution mechanisms that resolve civil and family matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating or confusing and ensuring that the values and interests of both parties are fully understood and fairly considered.

In 2002-03, the Department worked towards this objective by strengthening its French and Cree language services in the courts. In addition, it initiated reviews of civil processes, such as the mandatory civil mediation program in the Court of Queen's Bench and Small Claims Court, in order to improve dispute resolution mechanisms in civil and family matters.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Evaluate the mandatory civil mediation program operating in the Court of Queen's Bench.

In 2002-03, an independent evaluator collected data for an evaluation of the civil mediation program. The report, to be released in May 2003, will focus on:
- the extent to which the program is meeting the needs of Saskatchewan people;
- program impact on civil legislation practices in Saskatchewan;
- efficiencies achieved by the civil mediation program; and
- changes needed to enhance the effectiveness of the program.

- Strengthen the role of Small Claims Court in resolving civil disputes.

The Department, working with a provincial court judge serving in the Small Claims Court in Regina, will review Small Claims Court in Saskatchewan. Terms of reference for the review have been developed. The review will take place in 2003-04.

- Expand the use of digital recording in the Courts.

Digital recording was fully installed at Court of Queen's Bench in Regina, Saskatoon, and Prince Albert. Digital recording equipment was purchased for courtrooms in Regina and Saskatoon Provincial Courts in 2002-03, with installation to take place in summer 2003.

- Strengthen French language court services.

A French Language Court Services Committee was established with the following mandate: Representatives from Saskatchewan Justice (Court Services and Prosecutions), Saskatchewan Legal Aid Commission, and the Office of French Language Co-ordination will work with Association des Juristes d'expressions Francaise de la Saskatchewan (AJEFS) and the Assemblee communautaire fransaskoise (ACF) to make improvements to the provision of French Language Services in the Courts in Saskatchewan.

A policy on French Language Court Services was developed and implemented in November 2002.

Objective 7: Improve access to support services that promote resilient children and families.

The Department provides family justice services that include assistance in the enforcement of maintenance payments, provision of legal aid in family law matters to low-income persons, parent education programs for separating or divorcing parents, programs for victims of family violence, custody and access assessments, and supervised access and exchange. On April 1, 2002, the Department centralized many of these services into one unit–the Family Justice Services Branch–in order to better assist parents and children and the court system to deal with the difficulties of family breakdown and separation in the healthiest way possible. The new branch provides a more integrated and streamlined service to the public.

The key results below demonstrate that the Department of Justice is taking action to improve access to services to promote healthy children and families. For example, the health and well-being of families depend on timely receipt of support income to which they are entitled. The Maintenance Enforcement Office and the Family Justice Services Branch have participated in developing several measures to ensure this happens.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Implement a pilot project to help low-income persons vary child maintenance orders and agreements where required.

This project was implemented and operational as of July 1, 2002. Clients that contact the Support Variation office appear satisfied with the service. A Self-help Variation Kit is available on a floppy disk so clients are able to complete the forms on personal computers and e-mail them to the Support Variation Project.

- Implement a pilot project with the Saskatchewan Legal Aid Commission and the Department of Social Services to improve legal aid and maintenance enforcement services for custodial parents on social assistance.

The project plan has been completed and will be fully implemented in 2003-04. Additional lawyers have been hired with Legal Aid offices in Saskatoon and Regina. Maintenance Enforcement is in the process of hiring an additional officer.

- Evaluate the effectiveness of the parent education programs established to help parents and children deal with the difficulties of family breakdown.

An external contractor completed the interim report in March 2003. Plans are in place to conduct stakeholder consultations with the final report due in fall 2003.

- Introduce and implement *The Interjurisdictional Support Orders Act* to streamline the process for obtaining, changing, and enforcing support orders.

The Interjurisdictional Support Orders Act was passed July 2002 and implemented January 31, 2003.

- Introduce and implement *The Enforcement of Maintenance Orders Amendment Act* to allow the Maintenance Enforcement Office to help families obtain maintenance payments from parents who try to avoid making payments.

The Enforcement of Maintenance Orders Amendment Act was passed in July 2002 and implemented in August 2002. This legislation will allow Maintenance Enforcement to access limited companies owned by non-payers of maintenance orders and agreements.

Objective 8: Protect the interests of children and adults who are unable to manage their own affairs.

The Office of the Public Guardian and Trustee protects persons in vulnerable circumstances. This includes protecting the interests of children under 18, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it may conduct an investigation, determine assets, collect assets, pay debts, pay monthly support, pay other expenses, and distribute assets.

Overall, the Office of the Public Guardian and Trustee worked effectively in 2002-03 to protect people in vulnerable circumstances. It took action in areas that needed attention, such as financial abuse, and responded to financial requests in a timely manner. As well, the 2002-03 rate of return on assets was generally as projected from market information or better.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Introduce and implement *The Powers of Attorney Act, 2002*, to protect people who give another person decision-making authority over their financial affairs through power of attorney.

The Powers of Attorney Act, 2002, was passed by the Legislative Assembly in June 2002. The Act and related regulations were implemented April 1, 2003.

- Complete the implementation of the Public Guardian and Trustee "Guardian" computer system and related financial controls over client assets managed by the Public Guardian and Trustee.

The computer system, Guardian Version 5.1, was implemented January 2003 and all related financial controls are in place.

- Implement *The Public Trustee Amendment Act, 2001*, to protect vulnerable adults from potential financial abuses.

The Public Trustee Amendment Act, 2001, was implemented May 2002, except for the sections on investigation of financial abuse and personal guardianship. Implementation of these sections will occur when funding is available.

- Provide authorized Public Guardian and Trustee clients and their representatives internet access to their financial information.

Funding has been approved for this project. Development work has been completed and it is expected that selected authorized representatives will have access by fall 2003.

GOAL 4: MARKETPLACE RELATIONS
A fair and efficient marketplace.

***Objective 9*: Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation.**

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago. Businesses are evolving. In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and, more particularly, the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

Significant progress was made in 2002-03 towards achieving legislative reform and harmonization. The establishment of the Saskatchewan Financial Services Commission had a positive effect on the Department's ability to support these activities in a comprehensive way.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Establish the Saskatchewan Financial Services Commission (SFSC) which will serve as a single financial services sector regulatory body in areas of provincial jurisdiction.

The Saskatchewan Financial Services Commission Act came into force on February 1, 2003. Existing organizations were relocated in a single location and Commission membership was established.

- Support the creation of a comprehensive framework of harmonized, commercial law for Canada.

The Commercial Law Strategy is part of the work of the Uniform Law Conference of Canada. The Department of Justice sits on the Steering Committee of this organization, provides an annual grant, and participates in the development of uniform Acts and their implementation. Two of these Acts were *The Cost of Credit Disclosure Act* and *The Enforcement of Canadian Judgments Act*, both part of the comprehensive framework of harmonized commercial law for Canada.

- Reform legislation on cost of credit disclosure.

The Cost of Credit Disclosure Act was passed in July 2002. Implementation has been delayed pending resolution of issues of harmonization with the federal regulations governing banks. This Bill significantly broadens the scope of the existing legislation. In addition to consumer loans, the proposed Act also applies to mortgages, credit card transactions, leases, lines of credit and credit offered by retailers.

- Enhance the functionality of the Corporations Branch corporate registry computer system for users who access the system through the internet.

The development of the on-line registration functionality to the Corporate Registry was completed and released to authorized users in October 2002.

- Amend *The Consumer Protection Act* to provide protection to people who buy goods and services on the internet.

The amendment to *The Consumer Protection Act* was passed in July 2002. The regulations are being developed in cooperation with other provinces.

- In addition to these key results, the following were also achieved in 2002-03:

The Department implemented *The Charitable Fundraising Act* that came into force in January 2003. The Act regulates businesses that conduct fundraising for charitable organizations.

The Collection Agents Amendment Act was introduced in April 2002 to help protect people from unscrupulous collection agents. The Department is currently consulting with industry representatives on the proposed legislation.

GOAL 5: LEGAL SERVICES
Uphold the rule of law and provide legal services that meet public needs.

***Objective 10*: Provide quality legal and policy advice to government and effective representation in litigation and other dispute resolution processes.**

The Department is committed in all of its operations to the rule of law. Generally, this means that government itself is subject to the law and must operate according to its terms. The Department carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law.

One important aspect of this role is the provision of legal and policy advice and services to government, including the Cabinet Committee on Legislative Instruments, and to government departments and agencies. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes.

Although a relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy, and dispute resolution services, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to law.

Justice continues to provide quality legal and policy advice to government and effective representation to resolve conflicts through legal and other dispute resolution means.

Key Results

The key actions originally presented in our 2002-03 plan are shown below, followed by our actual progress towards the key action.

- Provide legal and policy advice and services to government.

Approximately 46 lawyers in the Department delivered legal and policy advice to various departments and agencies of the government and responded to all requests for legal services.

The Department co-chaired the Federal/Provincial/Territorial committee that produced a report on custody and access and child support entitled, "Putting Children First", released in November 2002.

- Support the resolution of public sector disputes.

Approximately nine lawyers in the Department were devoted to civil litigation and other civil dispute resolution and responded to all requests for litigation and other dispute resolution services. In addition, the Department used an annual budget of between $300,000 and $400,000 to retain private law firms to handle additional litigation matters on behalf of the Government.

The Dispute Resolution Office provided advice and dispute resolution services to several departments to assist in the resolution of a number of complex, multi-party disputes. Departments included Agriculture, Food and Rural Revitalization, Health, Learning, Aboriginal and Inter-governmental Affairs, Justice, and Environment.

- Develop performance measurement standards for the legal services divisions.

A three-phased plan is in place. The first two phases were completed in 2002-03. The final phase will be completed in 2003-04, at which time implementation will take place.

2002-03 FINANCIAL RESULTS

2002-03 Financial Results - Expenditures					
Subvote Name	**Sub-Program Name**	**2002-03 Estimate**	**2002-03 Actual**	**Variance**	**Notes**
ADMINISTRATION		**4,235,000**	**4,392,378**	**157,378**	1
ACCOMMODATION & CENTRAL SERVICES		**11,984,000**	**12,020,218**	**36,218**	
COURT SERVICES	COURTS	20,522,000	20,617,000	95,000	
	DISPUTE RESOLUTION	1,369,000	1,297,002	(71,998)	
	FAMILY JUSTICE SERVICES	3,015,000	2,798,299	(216,701)	2
	PUBLIC TRUSTEE	1,824,000	1,936,604	112,604	3
	SALARIES PROVINCIAL COURT JUDGES - Statutory	7,221,000	7,386,429	165,429	4
Total COURT SERVICES		**33,951,000**	**34,035,335**	**84,335**	
LEGAL SERVICES	CIVIL LAW	2,556,000	2,353,154	(202,846)	5
	COMMUNICATIONS AND PUBLIC INFORMATION	308,000	275,805	(32,195)	
	POLICY, PLANNING AND EVALUATION	1,024,000	1,258,365	234,365	6
	PUBLIC LAW	2,465,000	2,407,473	(57,527)	
	PUBLIC PROSECUTIONS	10,651,000	11,504,941	853,941	7
	QUEEN'S PRINTER - Net Financing Requirement	19,000	11,441	(7,559)	
	QUEEN'S PRINTER - Subsidy	250,000	225,000	(25,000)	
Total LEGAL SERVICES		**17,273,000**	**18,036,179**	**763,179**	
COMMUNITY JUSTICE	COMMUNITY SERVICES	3,542,000	3,813,422	271,422	8
	CORONERS	1,154,000	1,254,224	100,224	9
	POLICE ADMINISTRATION	4,662,000	3,990,243	(671,757)	10
	ROYAL CANADIAN MOUNTED POLICE	83,948,000	83,677,295	(270,705)	11
Total COMMUNITY JUSTICE		**93,306,000**	**92,735,184**	**(570,816)**	
MARKETPLACE REGULATION	CONSUMER PROTECTION	1,560,000	1,471,200	(88,800)	
	CORPORATIONS	2,026,000	1,872,861	(153,139)	12
	LAND TITLES ASSURANCE CLAIMS - Statutory	25,000	55,793	30,793	
	PENSION BENEFITS	218,000	187,406	(30,594)	
Total MARKETPLACE REGULATION		**3,829,000**	**3,587,261**	**(241,739)**	
BOARDS and COMMISSIONS	COMMISSION ON FIRST NATIONS AND METIS PEOPLES AND JUSTICE REFORM	1,435,000	1,388,334	(46,666)	
	FARM PROTECTION PROGRAMS	941,000	791,672	(149,328)	13
	HUMAN RIGHTS COMMISSION	1,193,000	1,278,404	85,404	
	INQUIRIES	325,000	425,111	100,111	14
	LEGAL AID COMMISSION	11,915,000	11,915,000	-	
	PERSONAL INJURY TRIBUNAL	260,000	138,684	(121,316)	15
	POLICE COMMISSION	756,000	773,838	17,838	
	POLICE COMPLAINTS INVESTIGATOR	167,000	148,412	(18,588)	
	RENTALSMEN/PROVINCIAL MEDIATION BOARD	1,021,000	1,036,751	15,751	
	SASKATCHEWAN FINANCIAL SERVICES COMMISSION	1,470,000	1,452,977	(17,023)	
	SURFACE RIGHTS ARBITRATION BOARD	145,000	128,695	(16,305)	
Total BOARDS & COMMISSIONS		**19,628,000**	**19,477,880**	**(150,120)**	
Grand Total		**184,206,000**	**184,284,435**	**78,435**	
Special Warrant Funding		465,000		(465,000)	16
Statutory Funding		196,223		(196,223)	17
TOTAL JUSTICE		**184,867,223**	**184,284,435**	**(582,787)**	

Explanation of major variances:

1. Salary and operating expenditures higher than originally projected.
2. Lower than anticipated costs due to vacant positions and reduced operating costs.
3. Additional costs related to the backfill of positions and to address workload pressures.
4. Costs related to disability benefits and relief judges.
5. Outside counsel less than anticipated.
6. Cost to implement the *Youth Criminal Justice Act.*
7. Costs related the Popowich settlement and future civil court actions.
8. Additional one-time costs associated with the Aboriginal Courtworker Program and other initiatives.
9. Increase in the number and complexity of coroners inquests.
10. Mid year implementation of municipal police initiatives due to training requirements.
11. Reduced search and rescue costs and DNA case analysis.
12. Lower than anticipated costs due to vacant positions and reduced operating costs.
13. Reduced program activity related to farm foreclosures and farm ownership exemptions.
14. Higher caseload for Human Rights Tribunal and start-up costs related to the Public Inquiry into the Death of Neil Stonechild.
15. Start-up costs to establish the Personal Injury Tribunal (Automobile Injury Appeal Commission) lower than anticipated .
16. Additional costs associated with implementation of the Youth Criminal Justice Act (offset through federal revenue).
17. Statutory funding for Provincial Court Judges salaries and Land Titles Assurance Claims.

2002-03 Financial Results - Revenue					
CODE	DESCRIPTION	Revenue Budget ($000s)	Actual Revenue ($000s)	Variance	Notes
1	TAXES				
2	PRIVILEGES, LICENCES & PERMITS	$6,960	$7,420	$460	1
3	SALES, SERVICES & SERVICE FEES	17,213	17,405	192	2
4	FINES, FORFEITS & PENALTIES	13,698	13,587	(111)	3
5	INTEREST, DISCOUNT, PREMIUM	16	44	28	
6	RECEIPTS FROM OTHER GOVERNMENTS	16,413	16,072	(341)	4
7	RECEIPTS FROM CROWN ENTITIES	11,960	11,840	(120)	5
8	OTHER REVENUE	340	741	401	6
	DEPARTMENT TOTAL	**$66,600**	**$67,109**	**$509**	

Notes:

1. Increased non-registered insurance policies and corporate annual returns
2. Increase in activity for prospectus filings within the Saskatchewan Financial Services Commission
3. Reduced fine activity and late payment fees
4. Reduction in projected revenues from other governments
5. Reduction in the recovery of costs related to the Personal Injury Tribunal
6. Recovery of prior year costs related to the RCMP

OUR PLAN FOR 2003-04 AND BEYOND

OVERVIEW OF PLAN FOR 2003-04 AND BEYOND

The purpose of an annual report is not only to look back at the year past, but also to look forward–to provide a forecast of the challenges and opportunities ahead, and how we plan to address them. This section of our report lays out our plans for the future. It identifies the outcomes we are working towards to achieve our long-term vision of a fair, equitable, and safe society supported by a justice system that is trusted and understood.

This is the second performance plan publicly released by the Department of Justice. It builds on the plan released last summer. The Performance Plan will continue to evolve over time as we consult with staff, stakeholders, clients, and others in refining the Justice strategic plan during the year.

The goals and objectives identified in the plan are multi-year in nature. Over time, we will work towards achieving our objectives in support of meeting our broader long-term goals. For each objective, a series of key actions for the 2003-04 fiscal year has been identified that support advancement towards achieving our objectives. In addition, a set of performance measures has been developed that will be used to gauge our progress in achieving our objectives.

The Department believes that this plan continues to provide the people of Saskatchewan with a clear direction for the justice system of the future and enables the Department to demonstrate the progress being made in improving the justice system.
We cannot deliver on the outcomes identified in this plan alone. Our key partners in shaping the justice system of the future include:

- Judiciary;
- Department of Corrections and Public Safety;
- Police;
- Federal/Provincial/Territorial Justice departments and agencies;
- Private bar;
- Defence bar, including Legal Aid;
- Community justice agencies, including Aboriginal service delivery agencies;
- Aboriginal Courtworkers;
- Municipal and First Nations and Métis authorities involved in justice issues;
- Business organizations;
- Consumer organizations; and
- Mediation, arbitration and collaborative law organizations.

PLAN AT A GLANCE

Below is a summary of our plan for 2003-04 and beyond. The goals and objectives articulate the outcomes the Department is pursuing, which support advancement towards our vision. The performance measures are one of the key tools we will use to gauge our progress towards our objectives.

OUR VISION
A fair, equitable, and safe society supported by a justice system that is trusted and understood.

GOAL 1: SAFE COMMUNITIES
Individuals are safe and secure from crime, the rights of people are protected, and crime is reduced.

Objective 1: Hold offenders accountable through effective enforcement and responses to offending.

Performance Measures:

Offender accountability
- Per cent of dollar amount of fines ordered paid within three years of disposition
- Per cent of dollar amount of provincial victim surcharges collected within three years of disposition
- Per cent of offenders successfully completing agreements in alternative measures programs

Impact of targeted initiatives on crime rate
- Per cent change in auto theft crime rate in Regina

Effectiveness in solving crimes
- Per cent of police-reported incidents cleared by charge or cleared otherwise

Objective 2: Protect the rights of persons in criminal processes.

Performance Measures:

Access to courts
- Average length of time to next trial date in criminal proceedings at northern court points

Services provided to accused
- Average number of services provided to accused by courtworkers

Access to legal advice
- Number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours

Objective 3: Respond to the needs of victims throughout the criminal justice process.

Performance Measures:

Access to and satisfaction with victim services programs
- Per cent of population with access to police-affiliated victim services programs
- Number of police-affiliated victim services programs
- Per cent of respondents who were very or somewhat satisfied with police-affiliated victim services

Objective 4: Engage communities in crime prevention and responding to offending.

Performance Measures:

Community engagement
- Number of communities participating in crime prevention activities with Saskatchewan Justice

GOAL 2: ABORIGINAL JUSTICE
The justice system responds to the needs, values and aspirations of Aboriginal people.

Objective 5: Increase the participation of Aboriginal people in the administration of justice.

Performance Measures:

Employment diversity
- Per cent of Justice employees who self-identify as Aboriginal

Objective 6: Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime.

Performance Measures:

Partnerships with Aboriginal communities
- Per cent of on-reserve First Nations people served by Community Tripartite Agreements

Objective 7: Address the over-representation of Aboriginal people as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities.

Performance Measures:

under development

GOAL 3: CIVIL AND FAMILY JUSTICE
Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes.

Objective 8: Improve access to effective dispute resolution processes.

Performance Measures:

Effectiveness of civil dispute resolution processes
- Per cent of civil cases resolved following mandatory civil mediation

Access to civil dispute resolution processes
- Average length of time from pretrial to next available trial date for civil proceedings in Queen's Bench Court

Objective 9: Support the resilience of children and families involved in family disputes.

Performance Measures:

Effectiveness of programs supporting resiliency of children and families
- Per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office
- Per cent of cases resolved following custody and access assessment

Objective 10: Protect children and adults who need assistance to manage their affairs.

Performance Measures:

Quality of return rate on investments
- Per cent difference between the rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy

GOAL 4: MARKETPLACE RELATIONS
The marketplace is fair, efficient and effective.

Objective 11: Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation.

Performance Measures:

Efficiency of response
- Per cent of telephone inquiries from consumers responded to within one business day
- Per cent of incorporations, registrations and fundamental changes of all types processed within ten business days

GOAL 5: LEGAL SERVICES
Programs and policies of government are supported by appropriate legal services.

Objective 12: Provide quality legal services to government that are consistent, coherent, and cost-effective.

Performance Measures:

Under development

2003-04 BUDGET OVERVIEW

In 2003-04 the budget for Saskatchewan Justice is $190,947,000. The following table shows the 2003-04 breakdown of Department spending.

2003-04 Budget (in thousands)	
Administration	$4,299
Accommodation and Central Services	12,284
Courts and Civil Justice	35,201
Legal Services	17,889
Community Justice	97,416
Marketplace Regulation	4,868
Boards and Commissions	18,990
Total	$190,947

Third party funding is provided to the RCMP, Legal Aid Commission, various police services and organizations that support community justice initiatives. The budget for third party funding totals $105,029,000.

TRENDS AND ISSUES

A number of trends and issues influence our future and the goals and objectives of our performance plan in 2003-04 and beyond.

CRIME TRENDS

The crime rate is one of the measures of the well-being of Saskatchewan society and drives much of what we do in the criminal justice system. Figures for 2001 suggest that based on the number of Criminal Code offences, the crime rate in Saskatchewan increased five per cent over the previous year.

Data on victimization patterns suggest that most Saskatchewan residents are about as safe as residents of other provinces. However, this does not hold true for all groups and communities. Saskatchewan's poorest communities, predominantly in the inner city, on-reserve and in the north, experience the most crime.

ABORIGINAL RELATIONS

Aboriginal people experience dramatically higher levels of offending and victimization. While representing 13.5 per cent of the provincial population (and 10 per cent of the adult population), Aboriginal people account for about 40 per cent of those accused of crime, and a similar proportion of those victimized by violent crime. Further, Aboriginal people accounted for 71 per cent of adults under the supervision of provincial correctional authorities in the community and in correctional centres in 2000-01 (that is, those adults under supervision in the community on probation or a conditional sentence, plus those in sentenced custody).

CHANGING SOCIETY

Of all the provinces, Saskatchewan has the highest number of young people under 19 years of age and the most seniors aged 65 years and over. Indeed, seniors, along with Aboriginal people, constitute the fastest growing population groups in Saskatchewan.

Significant numbers of Saskatchewan children are experiencing parental separation and are growing up in non-traditional families. The number of Saskatchewan lone-parent families increased by 16 per cent between 1991 and 1996, while the number of common-law families rose by 27 per cent.

Broad social changes and crime trends, such as those outlined above have been accompanied by demands to protect people in vulnerable circumstances and ensure that victims and communities have a meaningful role in responding to crime. There have been calls for expanded services for victims, increased measures to prevent and respond to family violence, action to reduce the incidence of sexual exploitation of children, more supports for children and parents experiencing family breakdown, and a greater role for Aboriginal communities in the design and delivery of community-based and restorative justice services.

GLOBALIZATION OF THE MARKETPLACE AND CHANGING MODELS OF REGULATION

Globalization and trade liberalization have been key factors affecting the Saskatchewan economy. Networks of digital communications, the digitization of information and the restructuring of work are key features of the new economy. In this context, provincial and national borders are becoming less significant.

These trends also set the context for our ongoing efforts to foster fair and efficient marketplace relations and to devise marketplace regulations that safeguard consumer and public interests and support economic well-being.

FEDERAL/PROVINCIAL ENVIRONMENT

Justice is a shared responsibility between the federal and provincial governments. Although the province, through Saskatchewan Justice, is responsible for the administration of justice, the federal government has primary responsibility for criminal law, including youth justice, and some aspects of family law. As a result, federal legislation can and does impose formidable obligations on Saskatchewan Justice, such as the extensive policy and program changes required by the recent implementation of the *Youth Criminal Justice Act*.

CHANGES FROM 2002-03 PERFORMANCE PLAN

The goals and objectives included in the Department's 2003-04 Performance Plan remain largely unchanged from those published in the 2002-03 Performance Plan, however, some changes were made to wording to better communicate the Department of Justice message.

Changes to the plan included the addition of two objectives and the rewording of a goal and objective.

Under Goal 1: Safe Communities, Objective 1 was broken into two objectives: "Hold offenders accountable through effective enforcement and responses to offending" and "Protect the rights of persons in criminal processes." We believe this makes the objectives much clearer and easier to measure.

Under Goal 2: Aboriginal Justice, a review of the Strategic Plan showed our collaborative, community-based approach in dealing with issues in this area was not reflected. To address this gap, we added the objective "Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime."

Under Goal 3: The wording of Objectives 9 and 10 was changed to better communicate the Department's message.

Under Goal 5: Legal Services, the 2002-03 Goal was "Uphold the rule of law and provide legal services that meet public needs" and the objective was "Provide quality legal and policy advice to government and effective representation in litigation and other dispute resolution processes". In the 2003-04 Performance Plan, the goal has been restated as "Programs and policies of government are supported by appropriate legal services." The 2002-03 objective is "Provide quality legal services to government that are consistent, coherent, and cost-effective."

The Department has developed a set of performance measures that will be used to gauge progress towards its objectives in 2003-04. The Department will report progress on these measures in its 2003-04 Annual Report.

WHERE WE ARE HEADED, WHAT WE INTEND TO DO, & HOW WE WILL MEASURE PROGRESS

This section of the report lays out our plans for the future. It identifies the actions we are undertaking and the outcomes we are working towards to attain our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood. In addition, it identifies a set of performance measures that will be used to gauge our progress towards our longer-term objectives.

GOAL 1 - SAFE COMMUNITIES

Individuals are safe and secure from crime, the rights of people are protected and crime is reduced.

***Objective 1* - Hold offenders accountable through effective enforcement and responses to offending.**

Saskatchewan citizens want their families, their homes, and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system through targeted interventions and improved efficiency. This includes initiatives in the areas of prosecutions, law enforcement, victims' services, court services, criminal law reform, and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations, and involvement of victims.

KEY ACTIONS FOR 2003-04

- To promote a balanced approach to holding youth accountable through a collaborative method of implementing the *Youth Criminal Justice Act.* Interdepartmental committees co-chaired by Justice and CPS will develop a range of responses from non-court measures for less serious offenders to seeking adult sentences for some serious offending youth. This will include alternative measures/extrajudicial sanctions, case management, training, information sharing protocols, system enhancement, and monitoring and evaluation.
- To target responses to serious offending youth, the Department will support the development of integrated community responses to youth offending, including the addition of 10 new police positions across the province and the development of integrated responses to youth crime in the Battlefords and Saskatoon. As well, the Department will continue to work with the Department of Corrections and Public Safety and the Regina Police Service to implement Phase 2 of the Regina Auto Theft Strategy, working towards a further reduction of 10 per cent in auto thefts in Regina in 2003-04.
- To support Prince Albert and Regina pilots in using the Youth Services Model[3] framework developed by the departments of Health, Learning, Corrections and Public Safety, and Justice, the Department will assist local communities in development, monitoring, and evaluation issues.

[3] This model supports the development of a community-supported continuum of services for youth.

KEY ACTIONS FOR 2003-04

- To respond to the risk of organized crime, the Department will work with police to implement an organized crime strategy, while continuing to work nationally and regionally on strategic directions to combat organized crime.
- To improve policing, the Department will support an increase in police resources and establish more community police boards.
- To enhance police capacity to detect repeat sex offenders, the Department will support implementation of a national sex offender registry.
- To enhance opportunities to resolve conflicts in a restorative process with victims and the community, the Department will expand the use of community justice programs.
- To ensure adequate prosecution capacity, the Department will assess work demands on prosecutions.
- To support efficiency within the criminal justice system, the Department will review opportunities to streamline processes at a provincial and national level. For example, a pilot project to reduce the number of court appearances in criminal justice cases will be implemented in Regina Provincial Court.
- To reduce the risk of terrorist or security threats, the Department will continue to work with provincial, federal and international partners to develop timely and appropriate responses to terrorist and security threats; and monitor provincial criminal investigations and prosecutions.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Offender accountability	
Per cent of dollar amount of fines ordered paid within three years of disposition	77.3% (2002-03)
Per cent of dollar amount of provincial victim surcharges collected within three years of disposition	89.78% (2001-02) most recent data available
Per cent of offenders successfully completing agreements in alternative measures programs	90% (2002-03)
Offenders are held accountable for their crimes through custodial sentences and community supervision orders (Corrections and Public Safety), financial commitments, such as fines and victim surcharges (Justice), and community justice programs, such as alternative measures (Corrections and Public Safety and Justice). Justice continues to work on cost-effective methods of collecting unpaid fines, however, the Department has a low level of influence over whether or not payments are made. Community-based organizations funded through Justice and Corrections and Public Safety deliver alternative measures programs. Completion of the agreements reached in these programs depends on variables, such as the skills of the mediator/facilitator and family and community support.	

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Impact of targeted initiatives on crime rate **Per cent change in auto theft crime rate in Regina** A targeted, integrated response by Justice, Corrections and Public Safety and Regina Police Service has been developed to more effectively hold offenders accountable for their actions when they steal vehicles in Regina. The Department has a high level of influence over this measure.	2,761 (2002)

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Effectiveness in solving crimes **Per cent of police-reported incidents cleared by charge or cleared otherwise** The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., complainant refuses to continue, use of alternative measures, offender warned but not charged). Although Justice provides funding to police services, it can only influence police activities and allocation of resources, therefore, the Department has a low level of influence over this measure.	46.7% (2001-02) most recent data available

Objective 2 - **Protect the rights of persons in criminal processes.**	**KEY ACTIONS FOR 2003-04**
The Department is committed to ensuring that victims and accused persons are able to understand, participate in, and represent their interests in criminal proceedings. This is essential to realizing our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood.	■ To ensure that adequate criminal Legal Aid is available in Saskatchewan, the Department will continue to press for adequate federal funding. ■ To ensure that Aboriginal accused understand their rights, the Department will continue to press for adequate federal funding support for the courtworker program. ■ To provide adequate language services in court, the Department will implement the French Language Court Services Policy and review interpreter services provided in northern court locations for those people who do not speak English. ■ To increase the effectiveness of the coroner's process, amendments will be made to *The Coroners Act*.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
Access to courts **Average length of time to next trial date in criminal proceedings at northern court points** Timeliness of the court process is critical in protecting the rights of persons in criminal processes and in improving the effectiveness of the court in serving the public. The Department has a high level of influence over this measure.	133 days (2002-03)

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Services provided to accused **Average number of services provided to accused by courtworkers** Understanding what is happening in a criminal justice process is important in ensuring accused a fair resolution to the situation. The Saskatchewan Aboriginal Courtworker Program assists Aboriginal accused to better understand their rights, options and responsibilities when appearing in criminal justice courts. Courtworkers provide services, such as explaining court process, assisting families of accused and directing clients to counseling and treatment programs. In 2001-02, courtworkers served over 12,000 clients. The Department has a medium level of influence over this measure. Although funded by Saskatchewan Justice and Justice Canada, courtworker services are delivered using a community-based model (through Aboriginal organizations called "carriers") who have responsibility for delivering the program, including personnel selection and supervision and budget. The Executive Director of the program maintains constant contact with courtworkers and carriers.	4.0 (2001-02) most recent data available

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Access to legal advice **Number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours** Accused detained or arrested after hours have a right to timely legal advice. The Saskatchewan Legal Aid Commission has made arrangements with non-Legal Aid counsel to handle these calls after regular office hours (Duty Counsel Advice Service). The Department has a medium level of influence over this measure. The Duty Counsel Advice Service initiative has no control over how many accused access the service.	10,679 (2002-03)

***Objective 3* - Respond to the needs of victims throughout the criminal justice process.**

The Department supports timely and appropriate responses to the needs of victims of crime. We believe that these needs can be best met by:

- effectively managing the Victims Fund to maximize funding for programs and services;
- providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal people, and persons with disabilities);
- providing financial compensation and support services to help victims through the criminal justice process;
- helping victims have a greater voice in the criminal justice process; and
- educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner.

KEY ACTIONS FOR 2003-04

- To respond to recent consultations on victimization issues with Aboriginal people, older persons and people with disabilities, the Department will develop and implement a victims' strategy focused in this area.
- To continue to address the risk of sexual exploitation of children and youth, the provincial Strategy on Sexual Exploitation of Children and Youth will continue to be implemented and evaluated.
- To address family and intimate relationship violence, the Department will support evaluation, research and continuing development of effective responses.
- To protect children, the Department will participate in the development and enhancement of provincial child abuse protocols and policies.
- To respond to concerns about victimization and lack of services expressed by northern communities in recent discussions, the Department will develop a Northern Victims' Strategy as a component of the Northern Justice Strategy and assist communities in developing services.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Access to and satisfaction with victim services programs	
Per cent of population with access to police-affiliated victim services programs	80% (2002-03)
Number of police-affiliated victim services programs	17 (2002-03)
Per cent of respondents who were very or somewhat satisfied with police-affiliated victim services	62% (2000-01) most recent data available
Police-affiliated victim services programs serve victims of crime directly. They must be available to all Saskatchewan people and meet the needs of victims. The Department has a high level of influence over these measures.	

Objective 4 **- Engage communities in crime prevention.**	KEY ACTIONS FOR 2003-04
The Department supports community-based justice and restorative justice strategies. These programs support a community-owned response to crime and conflict developed in response to locally identified needs. The Department is addressing community safety and crime prevention by focusing on the social factors that influence crime and by working with other government departments and community-based organizations to develop community-based approaches to crime prevention.	■ To promote police engagement with communities, the Department will support community-policing approaches. ■ To support community organizations in crime prevention activities and promote integration of crime prevention initiatives, the Department will continue to participate in decision-making processes with the National Crime Prevention Centre and its programs. ■ To promote community engagement, the Department will support the expansion and work of community justice committees.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Community engagement **Number of communities participating in crime prevention activities with Saskatchewan Justice** Community engagement in the prevention of crime can be measured by the number of communities partnering with Saskatchewan Justice to offer community programs. These programs include community justice programs, victim services programs, crime prevention programs and family violence prevention programs. The Department has a high level of influence over this measures.	118 (2002-03)

GOAL 2 - ABORIGINAL JUSTICE

The Justice system responds to the needs, values and aspirations of Aboriginal people.

Objective 5 - **Increase the participation of Aboriginal people in the administration of justice.**	**KEY ACTIONS FOR 2003-04**
The Department supports the need to reform the justice system to better meet the needs of Aboriginal people. This includes involving Aboriginal people and communities in the administration of justice to ensure programs are culturally relevant and responsive and to build ownership of justice responses to crime and conflict.	■ To increase Aboriginal involvement and ownership over justice responses, the Department will involve more Aboriginal people in program design and delivery and continue work to establish and Elders Advisory Committee. ■ To increase Aboriginal participation in the administration of justice, the Department will continue to support employment diversity policies.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
Employment diversity **Per cent of Justice employees who self-identify as Aboriginal** Aboriginal people want to be more involved in working within the justice system to ensure programs are culturally relevant and responsive. They will have more confidence in the system if they know that individuals from the Aboriginal community are working in the Department to ensure their interests are understood and are incorporated into program development and implementation. Justice may designate positions when advertised, however, this does not guarantee qualified Aboriginal applicants will apply.	4.6% (2002-03)

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Participation in community justice program delivery **Number of people working in Justice-funded community justice programs delivered by Aboriginal organizations** Justice uses a community-based approach towards community justice programming. The people working in these programs are not employees of the Department but work in Justice-funded programs. The Department has a low level of influence over this measure. Justice expects Aboriginal people to be employed by Aboriginal organizations to deliver services to Aboriginal people. However, the organizations are free to choose their own employees.	50 (2001-02) most recent data available

Objective 6 - **Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime.**	**KEY ACTIONS FOR 2003-04**
Together with Aboriginal communities and Aboriginal leaders, we seek a justice system that accounts for cultural distinctiveness and actively involves Aboriginal people and communities in positive ways. The Department supports the need to reform the justice system to better meet the needs of Aboriginal people. The Department partners with First Nations bands and tribal councils and Métis organizations to deliver community justice initiatives, such as crime prevention, support services for victims and offenders, alternative measures, community development and public education. In 2002-03, 67 of 72 First Nations will deliver some or all of these services to their communities.	■ To promote increased dialogue, the Department will provide support to the Commission on First Nations and Métis Peoples and Justice Reform. ■ To further reform, the Department will respond to the Commission's interim recommendations. For example, the Department is undertaking a review of the municipal police complaint process in consultation with stakeholders, such as Aboriginal communities and police. ■ To promote increased dialogue, the Department will develop a Northern Justice Strategy. ■ To assess the impact of the Aboriginal Justice Strategy, the Department will continue to implement the Aboriginal Justice evaluation framework, including evaluation of the effectiveness of community justice programming.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
Partnerships with Aboriginal communities **Per cent of on-reserve First Nations people served by Community Tripartite Agreements** Community Tripartite Agreements (CTAs) involve Aboriginal people in decisions about policing activity in their communities. Justice works with the federal government, First Nations governments and Aboriginal people to partner with and build capacity in Aboriginal communities. The Department has a medium level of influence over this measure.	75% (2002-03)

Objective 7 - **Address the over-representation of Aboriginal people as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities.**[4] Aboriginal people experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal people. They represent 13.5 per cent of the provincial population and 9.5 per cent of the adult population 18 years of age and older, yet account for about 40 per cent of those accused of crime, and a similar proportion of those victimized by crime. The historical impact of colonization, race-based social exclusion, and the disadvantaged circumstances of many Aboriginal people has resulted in lower educational achievement, unemployment, poverty, high rates of substance abuse, family violence, and family and community dysfunction. The justice system, through its objective of providing greater social order, helps to build healthy communities.	**KEY ACTIONS FOR 2003-04** ■ To support analysis of Aboriginal offending and victimization, the Department will work provincially and nationally to ensure that accurate and appropriate data collection processes are in place. ■ To demonstrate the system's ability to be sensitive to these needs, the Department will support and evaluate the Northern Cree Court Circuit Initiative and its impact on victims, offenders and the community. ■ To ensure an effective approach to address the multi-faceted reasons for over-representation, the Department will play an active role in inter-departmental strategies designed to address marginalization issues, including integrated approaches to crime (e.g., the Regina Auto Theft Strategy), SchoolPlus, the Métis and Off-reserve Strategy, the Interdepartmental Committee on Family Violence and the Northern Strategy.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
Representation of Aboriginal people in the criminal justice system Under development	Under development

[4] Many of the key actions listed in Goal 1, Safe Communities, as well as the ongoing activities of the Department (e.g., Aboriginal Courtworker Program and Aboriginal Resource Officer Program) also apply to this objective. Targeted approaches to deal with offending and victimization serve the Aboriginal population to a great extent because of their over-representation in these populations.

GOAL 3 - CIVIL AND FAMILY JUSTICE

Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes.

Objective 8 - **Improve access to effective dispute resolution processes.**	**KEY ACTIONS FOR 2003-04**
The Department provides dispute resolution mechanisms that resolve civil and family matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating and mystifying and ensuring that the values and interests of both parties are fully understood and fairly considered.	■ To improve access for litigants, the Department will complete a review of the Small Claims Court and develop a response. ■ To assess the impact of changes in civil mediation, the Department will complete an evaluation of civil mediation services.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
Effectiveness of civil dispute resolution processes **Per cent of civil cases resolved following mandatory civil mediation** Resolving civil matters through mandatory civil mediation is a more expeditious way of dealing with civil cases. It reserves the court for more serious matters. However, the measure depends on variables out of Justice's control, such as the length of time the dispute has existed, effectiveness of lawyers representing the parties, mediator skills and willingness of the parties to participate.	44% (2001-02) most recent data available

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Access to civil dispute resolution processes **Average length of time from pretrial to next available trial date for civil proceedings in Court of Queen's Bench** Timeliness of the court process is critical in improving access to courts for the public and improving the effectiveness of the court in serving the public. The Department has a high level of influence over this measure.	90 days (2002-03)

Objective 9 **- Support the resilience of children and families involved in family disputes.**

In order to assist children and families dealing with the difficulties of family breakdown and separation, the Department provides family justice services that include assistance in the enforcement of maintenance payments, provision of legal aid in family law matters to low-income persons, parent education programs for separating or divorcing parents, programs for victims of family violence, custody and access assessments, and supervised access and exchange. These supports will help people involved in family disputes deal with the difficulties in the healthiest way possible.

KEY ACTIONS FOR 2003-04

- To support the resilience of children and families, the Department will continue to work provincially and nationally to improve family law/justice services to support children and families.
- To monitor the effectiveness of support services, the Department will complete the evaluation of the parent education program in order to develop a plan for program expansion.
- To test the effectiveness of innovative approaches to reduce family disputes, the Department will evaluate a pilot variation dispute resolution project for low-income families.
- To support the financial concerns of children and families, the Maintenance Enforcement Office will help 10,000 families through its collection processes for maintenance enforcement orders and agreements referred to the Office.

WHAT ARE WE MEASURING?

Effectiveness of programs supporting resiliency of children and families

Per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office

Maintenance enforcement orders and agreements for financial support occur following a divorce or separation. The health and well-being of the families depend on timely receipt of support income to which they are entitled. The Saskatchewan Justice Maintenance Enforcement Office has the highest collection rate in Canada.

The Department has a high level of influence over this measure.

WHERE ARE WE STARTING FROM?

79% (2002-03)

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Effectiveness of programs to support resiliency of children and families **Per cent of cases resolved following custody and access assessment** Justice promotes resilient children and families through custody and access assessments that are conducted prior to the issue going to court. The health and well-being of the families depend on effective and efficient means to resolve disputes about custody and access. The Department has a high level of influence over this measure.	82% (2002-03)

Objective 10 - **Protect children and adults who need assistance to manage their affairs.**	**KEY ACTIONS FOR 2003-04**
The Office of the Public Guardian and Trustee protects persons in vulnerable circumstances. This includes protecting the interests of children under 18, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it conducts an investigation, determines assets, collects assets, pays debts, pays monthly support, pays other expenses, and distributes assets.	■ To safeguard people in vulnerable circumstances from abuse, the Department will propose implementation of a program of public personal guardianship on a cost-recovery basis. ■ To safeguard the financial well-being of citizens, the Department will propose implementation of a program to investigate financial abuse of elderly and other people in vulnerable circumstances.

WHAT ARE WE MEASURING?	**WHERE ARE WE STARTING FROM?**
Quality of return rate on investments **Per cent difference between the rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy** One of the primary functions of the Office of Public Guardian and Trustee is to invest the assets it holds in trust for its clients. The primary objective is to meet or outperform a benchmark portfolio constructed from rates of return on the Toronto Stock Exchange 300 (capped 10 per cent) Index (as measured by CPMS), the Standard & Poor's 500 Index (in Canadian dollars), the Morgan Stanley Capital International Europe, Australia, Far East (EAFE) Index (in Canadian dollars), the Scotia Capital Universe Bond Index and 91-day Canada Treasury Bills. Although the Office of Public Guardian and Trustee has a comprehensive Investment Policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.	0.3% (2002-03)

GOAL 4 - MARKETPLACE RELATIONS
The marketplace is fair, efficient and effective.

***Objective 11* - Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation.**

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago. Businesses are evolving. In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and, more particularly, the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

KEY ACTIONS FOR 2003-04

- To support fair practice, the Department will implement a revised and harmonized *Cost of Credit Disclosure Act*.
- To support an improved environment for business and consumers, the Department will participate in a national commercial law reform initiative.
- To enhance customer service and program efficiency, the Department will implement enhancements to the corporations registry system to facilitate on-line registration of 30 per cent total registrations.
- To enhance customer service and program efficiency, the Department will enhance payment mechanisms for corporate registry services.
- To promote harmonization in marketplace regulation, through the Saskatchewan Financial Services Commission (SFSC), the Department will support national initiatives to develop uniform security and pension laws.
- To reduce red tape and modernize contractual and statutory conditions, the Department will propose amendments to *The Saskatchewan Insurance Act*.
- To make it less costly to raise capital in Saskatchewan, the Saskatchewan Financial Services Commission will implement new capital raising exemptions.
- To ensure continued relevance to the circumstances of consumers, industry and government, the Department will undertake a comprehensive review of *The Motor Dealers Act*.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Efficiency of response	
Per cent of telephone inquiries from consumers responded to within one business day	99% (2002-03)
Per cent of incorporations, registrations and fundamental changes of all types processed within ten business days	76% (2002-03)
Conducting service in a timely manner indicates that the branch is responsive to consumers and businesses and meets their expectations, thereby protecting their interests. The Department has a high level of influence over these measures.	

GOAL 5 - LEGAL SERVICES

Programs and policies of government are supported by appropriate legal services.

Objective 12 **- Provide quality legal services to government that are consistent, coherent, and cost-effective.** The Department is committed in all of its operations to the rule of law. The Department carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law. One important aspect of this role is the provision of legal and policy advice and services to government. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes. Although a relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy, and dispute resolution services, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to law.	**KEY ACTIONS FOR 2003-04** ■ To ensure we are meeting our clients' needs, the Department will establish mechanisms for measuring the quality of our legal services. ■ To ensure our legal services are cost-effective, the Department will examine our service delivery mechanisms.

WHAT ARE WE MEASURING?	WHERE ARE WE STARTING FROM?
Under development	*Under development*

WHERE TO OBTAIN ADDITIONAL INFORMATION

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of the plan, we invite you to call (306) 787-7872.

Or contact:

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APPENDICES

APPENDIX A - BOARDS AND COMMISSIONS

FARM TENURE ARBITRATION BOARD

Budget: $31,000
FTEs: .5

The Farm Tenure Arbitration Board arbitrates lease disputes between eligible farmers and lenders with respect to the six-year Farm Land Leaseback Program established pursuant to the provisions of *The Saskatchewan Farm Security Act*. The program commenced on September 20, 1992. The deadline for entry into the program was June 1, 1997.

The Farm Land Leaseback Program assists farmers in financial difficulty by providing a period of secure land tenure to the farmer after title to the farmer's land has been transferred to a lending institution. Security of tenure takes the form of a mandatory leaseback in which the lending institution is required to lease the farm land back to the farmer for a period of up to six years. The program provides farmers in financial difficulty with an opportunity to remain on the land and to contribute to the development of rural Saskatchewan.

The Board has the authority to determine the commercially reasonable rent, terms and conditions of Leaseback Program leases and to address termination and certain leaseback eligibility issues. The Board is also responsible for the administration of the lease and arbitration components of the Leaseback Program. The Collections, Taxes and Leaseback Division of Saskatchewan Agriculture, Food and Rural Revitalization administer the compensation component of the program.

The client group served by the Board consists of farmers and/or farming corporations, chartered banks, credit unions, trust companies and the provincial government, including Agricultural Credit Corporation of Saskatchewan and Saskatchewan Agriculture, Food and Rural Revitalization.

The Farm Tenure Arbitration Board's governing legislation includes:

- *The Saskatchewan Farm Security Act*;
- *The Farm Land Lease-back Regulations*; and
- *The Public Inquiries Act*.

2002-03 Goals and Objectives

The Board's goals and objectives for the 2002-03 fiscal year were as follows:

- Maintain an effective and efficient means of dispute resolution for Leaseback Program participants by:
  - informally assisting leaseback participants in settling lease disputes without resort to arbitration;
  - formally assisting leaseback participants through a timely and binding arbitration process with a turnaround time of 45 days or less;
  - minimizing hearing expenses for leaseback participants through location scheduling which involves less than 300 km of travel for the parties involved; and
  - monitoring the cost effectiveness of hearings for leaseback participants through tracking the number of hearings involving legal counsel and expert witnesses;

- Maintain participant compliance with leaseback requirements by:
  - monitoring all incoming notice and lease documentation and informing participants of areas of concern within 15 days of receipt of documents;
  - monitoring the implementation of Board orders to determine whether conditions have been met.

- Continue the Board's plan to accommodate the winding down of the Board and the Leaseback Program; and

- Proceed with the final phase of the program evaluation for the Leaseback Program by analyzing program information and preparing the final report.

2002-03 Activities and Results

The winding down of the Board and the lease and arbitration components of the Leaseback Program continued in 2002-03. Board staff tracked the disposition of program farm land and began preparing for the shut down of Board operations.

The Board prepared a preliminary version of the final report on program operations and remained available to conduct arbitration hearings.

2003-04 Goals and Objectives

The Board's goals and objectives for the 2003-04 fiscal year are as follows:

- Finalize the report on program operations.

- Shut down the program and the Board as of August 1, 2003.

PROVINCIAL MEDIATION BOARD AND OFFICE OF THE RENTALSMAN

The Provincial Mediation Board offers assistance to individuals with personal debt problems by reviewing their financial situation and explaining options open to them to resolve their situation. The Board may arrange repayment plans with creditors. The Board is also involved in arranging repayment plans for property tax arrears and giving advice on residential foreclosure procedures.

The services of the Provincial Mediation Board are available to members of the general pubiic who have been over-loaded with personal debt problems and are at the point of bankruptcy or losing their property. Families are able to resolve their problems in a reasonable fashion and learn better spending habits. Over 1,000 people receive counselling each year on various debt-related problems. The program is able to deal with people across the province–rural and urban. It also returned over $1.5 million to the credit industry.

About one-third of the debt repayment plans set up by the Provincial Mediation Board deal with individuals with student loans. The program is also partnered with treatment programs to assist problem gamblers in resolving the financial fallout that often accompanies the addiction.

There was a slight drop in the number of people counselled this year. There are many variables in the economy that make it difficult to predict when people will seek assistance. Around 40 per cent of files closed were due to a successful completion of the repayment plan. The Provincial Mediation Board was not able to survey for customer satisfaction in its tax enforcement program. Time constraints and general favourable comments put the task to one side. The program did reach a historical high in terms of the amount of money returned to the credit industry.

Besides maintaining a high quality of service to the public, there are specific objectives for this next year. The computer program must be overhauled to enhance the administering of files. There still is an emphasis in working with clients to ensure that they are able to complete their repayment plans. It still is considered successful if 40 per cent of clients can do so. Public awareness of our program and of the need for money management skills is important. The objective for the office is to provide at least 12 presentations to interest groups.

Budget: $295,259
FTEs: 6

Governing legislation of the Provincial Mediation Board includes:

- *The Provincial Mediation Board Act*,
- *The Tax Enforcement Act*,
- *The Land Contracts (Actions) Act*,
- *The Agricultural Leaseholds Act*,
- *The Land Titles Act*,
- *The Rural Municipality Act*, and
- *The Bankruptcy and Insolvency Act* (Federal).

2002-03 PROVINCIAL MEDIATION BOARD STATISTICS

	2002-03	2001-02	2000-01
Notices of Mortgage Foreclosure/ Cancellation of Agreement for Sale	850	812	723
Tax Enforcement Applications Received	637	637	664
Tax Enforcement Files in Continuous Mediation	766	892	855
Tax Enforcement Fees	$12,740	$17,010	$17,760
Debt Repayment Files Opened	273	301	302
Files Active at Year End	599	606	525
Payments Received from Debtors for Creditors	$1,540,000	$1,389,258	$1,164,328
Administrative Levy for Province from Debt Mediation	$222,298	$180,321	$179,155
Debtor Assistance Files Opened	342	336	315

The Office of the Rentalsman provides information to landlords and tenants about residential tenancy rights and obligations. It adjudicates disputes between landlords and tenants.

Residential landlords and tenants may use the dispute resolution services. The public is invited to access the office for information.

The Office of the Rentalsman provided orders on over 11,000 cases. The caseload has risen each year since 1997 when there were about 7,000 cases. It provided information to close to 40,000 individuals this last year. This is mainly through telephone contact.

It is a constant challenge to deal with the increased caseloads within existing budgets. The Office of the Rentalsman has actually been able to handle more applications with a reduction in budget over the last years. There has been a streamlining of procedures to accomplish this objective.

The Office of the Rentalsman has considered the use of mediation, in various forms, to deal with disputes. Other provinces have been canvassed about their use of mediation for these types of situations. There still is some debate about whether mediation adds to the efficiency of dealing with the subject matters found in rental disputes. There has been ongoing discussion with the College of Law at the University of Saskatchewan to have a pilot project to better analyze the efficacy of mediation. About 81 per cent of all cases were resolved by an order within 55 days of the initial application. The Office of the Rentalsman was going to examine the role of advocates in its process and to provide training to advocates. Unfortunately, the main volunteer advocacy service in Saskatchewan ceased operations this year.

The objectives for this next year are to provide efficiency to the public. This is what the public expects and deserves. Disputes should be ordered within 40 days of the hearing in at least 90 per cent of cases. All decisions should be rendered within 60 days of the application. Hopefully, the pilot project for mediation with the College of Law will come about. Again, the challenge is to meet the expected increase in applications within the budget.

Budget: $704,741
FTEs: 11.6

The Office of the Rentalsman is governed by *The Residential Tenancies Act.*

2002-03 OFFICE OF THE RENTALSMAN STATISTICS

	2002-03	2001-02	2000-01
Total Applications Received	11,146	10,177	9,343
Landlord Applications	10,359	9,419	8,525
Tenant Applications	787	758	818
Number of Security Deposit Applications	7,350	6,079	5,497
Fees	$207,600	$188,440	$175,000
Security Deposit Applications			
Completed within 55 days	6,278 (83%)	4,842 (78%)	4,103 (71%)
Not completed within 55 days	1,306	1,392	1,652
All Other Applications			
Completed within 55 days	2,152 (76%)	2,238 (75%)	2,086 (76%)
Not completed within 55 days	686	763	653

APPENDIX B - REVOLVING FUNDS

QUEEN'S PRINTER

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations, and other government legislative publications, including:

- *The Saskatchewan Gazette*;
- Tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan Rules of Court (for the Court of Queen's Bench and the Court of Appeal);
- Private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

Under the authority of the Minister of Justice and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations*, the Queen's Printer operates as a retail business through a revolving fund, and sells its legislative publications and services to achieve the fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund in order to provide free access (Freelaw®) to all current electronic publications at the web site, www.qp.gov.sk.ca.

The main users of paper and electronic publications include:

- federal/provincial/municipal governments;
- law offices;
- universities/colleges; and
- industry specific groups (e.g. oil and gas companies).

Queen's Printer Budget

	2002-03 Actual	2001-02 Actual
Revenue	$609,126	$626,999
Expenditures		
Cost of Goods Sold	$293,197	$246,267
Gross Profit (Loss)	$315,929	$380,732
Administrative Expenditures	$561,332	$499,148
Net Profit (Loss)	$(245,402)	$(118,416)
GRF Subsidy	$225,000	$100,000
Net Profit (Loss) After Subsidy	$(20,402)	$(18,146)

Audited financial statements can be found on the Department web site at www.saskjustice.gov.sk.ca.

2002-03 Goals and Objectives

- Continue to advertise Freelaw® at various conferences to increase awareness and access to information, and increase the level of service from the former QUESS system by adding historical legislation to the web site.

- Maintain a dialogue with other Queen's Printers and organizations, such as the Federation of Law Societies (CanLII) in order to develop common standards and practices with respect to legislation, copyright, printing, and publishing.

- Redesign the web site to accommodate online forms and historical legislation, and work with the Information Technology Office to ensure consistency of materials.

- Undertake a virtual publications project, in line with the Government Online Initiative (GOL) to ensure easier access to all government publications and to support the establishment of a single access point for citizens on the internet.

- Continue to assist other government departments and agencies in web-enabling their programs or special projects, especially with respect to forms and e-commerce, and promote GOL initiatives at the same time.

- Ensure staff have appropriate job descriptions, technology and training to fulfil the public demand for consolidations and other publications.

- Continue to ensure paper services are viable and updated, and explore options for new loose-leaf paper services.

- Continue to consolidate all legislative products within 10 days of the enactment changing.

2002-03 Activities and Results

- The Department of Justice is in the second year of the Freelaw® service utilizing an appropriation from the General Revenue Fund in order to provide free access to all current electronic publications at the web site, www.qp.gov.sk.ca.

- The Branch set-up and staffed a demonstration booth or made a presentation to demonstrate Freelaw® and paper products (loose-leaf publications, bound volumes and pamphlet Acts and regulations) at the following events:
  - April 4-7, 2002, Spring Home and Garden Show, Regina;
  - April 11-12, 2002, Saskatchewan Libraries Association, Regina;
  - April 25-26, 2002, eWorld, Regina;
  - May 16-17, 2002, Trial Courts of the Future, Saskatoon;
  - October 8-9, 2002, Saskatoon Chamber of Commerce Business Expo 2002, Saskatoon;
  - October 16-17, 2002, Regina Chamber of Commerce Business to Business Expo, Regina;
  - November 25-30, 2002, Canadian Western Agribition, Regina; and
  - February 3-4, 2003, SUMA Convention, Saskatoon.

- Upgraded hardware (computer systems and digital print/publishing equipment) to maintain a high level of reliability and service for clients through efficient use of staff time.

- Substantial contributor to a cross-government committee respecting the Publications Centre through:
  - research and writing of a business case;
  - management of outside consultants; and
  - providing assistance to departments in preparing for involvement with the committee and its future development.

- Continued projects to add products to the web site to provide:
  - in force Private Acts (consolidate, edit and publish to web site); and
  - historical legislation by bound annual volumes dating back to 1905.

- Continued projects to provide legislated forms available online (with some available to be filled in online) and committed to assisting other government agencies and branches to make non-legislated forms available online (with some available to be filled in online).

2003-04 Goals and Objectives

- Continue to ensure paper and Freelaw® services are viable and updated, and explore options for new electronic and paper-based services.

- Continue to consolidate all legislative products within 10 days of the enactment changing.

- Enhance the web site through:
  - improvement to catalogue application; and
  - redesign of client view in order to search and purchase new offerings, such as:
  - legislated forms (with some available to be filled in online);
  - historical legislation;
  - paper-only subscription services;
  - in force Private Acts (consolidate, edit and publish to web site); and
  - historical legislation by bound annual volumes dating back to 1905.

- Continue upgrading hardware (computer systems and digital print/publishing equipment) to maintain a high level of service and reliability for clients through efficient use of staff time.

- Continue assisting other government agencies to provide non-legislated forms available online (with some available to be filled in online).

- Continue to advertise product/service offerings at various conferences.

- Maintain a dialogue with other Queen's Printers and organizations, such as the Federation of Law Societies (CanLII) to develop common standards and practices with respect to legislation, copyright, printing and publishing.

Subscription Statistics

Subscriptions to Publication/Service	2001-02	2002-03
Saskatchewan Gazette	460	420
Loose-leaf Statutes	295	281
Loose-leaf Regulations	108	108
QUESS (# of passwords)	Freelaw®	Freelaw®
Separate Chapters	67	65
Bound Volume	135	125
Loose-leaf Mining	31	20
Loose-leaf Oil and Gas	185	82

VICTIMS SERVICES

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims' needs are directly related to their involvement in the criminal justice system and may include:

- information on the justice system and assistance as they proceed through the criminal justice process; and
- compensation to offset expenses directly resulting from violent crime.

Victims of reported crime, those who come to the attention of the justice system, are the first priority of the program. Initiatives for victims of unreported crime and at-risk individuals are also considered important and are supported to the extent that resources are available. Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children and persons with disabilities, as well as Aboriginal people whom are disproportionately victimized by crime.

In order to increase understanding about the needs of victims of crime and ensure basic services are available to meet their needs throughout Saskatchewan, the Victims Services Program offers a range of direct supports, such as:

- crisis intervention services;
- specialized victims services for special target groups, such as victims of domestic violence and child and adult victims of sexual abuse;
- victim/witness services;
- victims compensation;
- Aboriginal initiatives; and
- Victim Impact Statement Program.

Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and cooperative response. These indirect supports include:

- education and training;
- co-ordination of services;
- research and evaluation initiatives; and
- prevention of victimization programming.

The governing legislation of the Victims Services program is *The Victims of Crime Act, 1995*, and *The Victims of Crime Regulations, 2002*.

The Victims Fund established by this legislation is the sole support for services for victims of crime. This Fund is a special-purpose fund that is comprised of the victims' surcharge that is paid by offenders on federal and provincial offences.

Total FTE Establishment	
Administration	6.5
Compensation	2
Restitution	3
Victim/Witness Support	4.5
Family Violence Manager	1
TOTAL FTEs	17

2002-03 Goals and Objectives

- Continue effective and efficient stewardship of the Victims Fund to maximize funding for programs and services for victims of crime by:
  - monitoring provincial and federal surcharge imposition and collection;
  - monitoring investment of the Victims Fund to maximize revenue;
  - monitoring expenditures in order to balance revenue and expenditures;
  - administering Proceeds of Crime monies deposited in the Victims Fund.

- Meet the immediate needs of victims of crime for timely information, support and referral by:
  - ensuring adequate funding for Police-affiliated Victim Services and Aboriginal Resource Officer programs for victims of crime;
  - assisting community-based victims' programs in accessing federal funding to enhance services to victims of crime;
  - completing the development phase of a database for the Police-affiliated and Aboriginal Resource Officer Programs;
  - assisting in resolving management and financial issues with some community-based programs.

- Meet the unique needs of more vulnerable victims of crime by:
  - continuing funding of five specialized Victims Services Programs;
  - continuing to co-manage the Saskatoon Centre for Children's Justice and Victims Services;
  - continuing to contribute to the funding for the Regina Children's Justice Centre.

- Provide court orientation and support to victims and witnesses during their involvement with the criminal justice system by:
  - offering court orientation and support to victims/witnesses during their involvement with the criminal justice system;
  - developing and distributing a Victim Impact Statement Guidelines Manual for criminal justice personnel and updating the Victim Impact Statement section of the Victim Services Volunteer Training Manual;
  - providing court orientation and support to those who are most vulnerable, primarily child victims and witnesses, during their involvement with the criminal justice system and victims of sexual assault and domestic violence;
  - assisting the RCMP in meeting the need for a softroom in the Carlyle RCMP detachment to allow for videotaping of interviews with children;
  - providing training to rural staff and volunteers on adult court orientation;
  - beginning work on the development of a child witness protocol to help ensure children have access to a high standard of service province-wide.

- Provide payment for reasonable expenses resulting from a criminal act of personal violence by:
  - responding to applications for Victims Compensation in a timely manner;
  - implementing an improved application form for Victims Compensation;
  - continuing the development of the database for the program;
  - updating the Policy and Procedures Manual to reflect changes in program direction and/or legislation.

- Assist in the effective development of existing programs and effectively administer contracts for new Aboriginal initiatives by:
  - resolving funding issues for the Churchill River Region Victim Services Program;
  - assisting in resolving recruitment issues in Buffalo Region Victims Services program;
  - working with the communities of Stony Rapids and Black Lake, and Justice Canada to pursue the establishment of services for victims in the Athabasca region;
  - assisting in resolving issues in Aboriginal Family Violence Programs.

- Educate the public and professionals about the needs of victims and how to respond in a helpful and compassionate way by:
  - responding to requests for information and distributing educational materials;
  - continuing to offer multi-disciplinary training on the Justice Response to Domestic Violence in communities across the province;

- delivering training to rural staff and volunteers on adult court orientation and accompaniment;
- delivering training on Victims Compensation to volunteers and new Coordinators;
- responding to requests for presentations and training;
- planning, organizing, promoting, and delivering a successful Victims Services Week 2002;
- delivering training on family violence and Victims Services to recruit classes at the Saskatchewan Police College;
- delivering training to recruit classes at the RCMP Depot on issues relating to child victims in conjunction with Social Services and the Children's Justice Centre.

- Promote a comprehensive and cooperative response to victims of crime by:
  - participating in Federal/Provincial/Territorial meetings on victim's issues;
  - participating in a Justice Canada committee to guide the evaluation of the National Victims Initiative;
  - participating in interdepartmental meetings and consultations on victims issues;
  - meeting monthly with the RCMP;
  - consulting regularly with other areas of Justice, for example, Law Enforcement, Community Services, Courts, and the Department of Corrections and Public Safety.

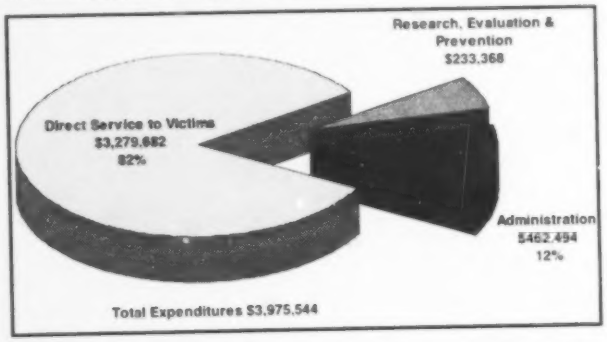
- Undertake research and evaluation related to the needs of victims of crime by:
  - completing data collection on a Victims Services satisfaction survey and a site-specific survey with a larger sample of victims in a number of communities;
  - obtaining federal funding for research for the second phase of a tracking project on Domestic Violence and for focus groups of key stakeholders to help evaluate services for victims of crime;
  - collecting and monitoring regular qualitative and quantitative reporting from all funded agencies.

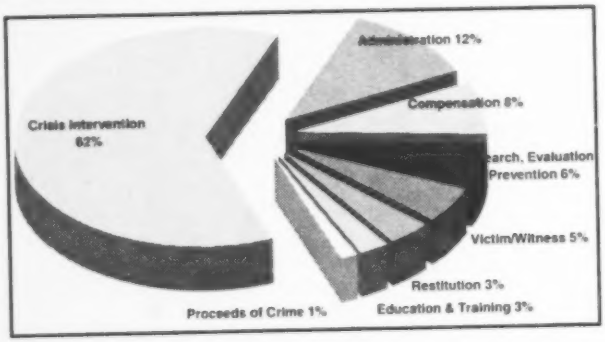
- Help to prevent victimization by educating and assisting those at risk by:
  - continuing to fund three "Children Who Witness Domestic Violence" programs and the Street Workers Advocacy Project, an anti-prostitution program;
  - contributing to the Child Action Plan.

Activities and Results

Financial Management

2002-03 Actual Expenditures


Research, Evaluation & Prevention $233,368
Direct Service to Victims $3,279,682 82%
Administration $462,494 12%
Total Expenditures $3,975,544



Audited financial statements can be found on the Department web site at www.saskjustice.gov.sk.ca.

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- Undertake research and evaluation related to the needs of victims of crime by:
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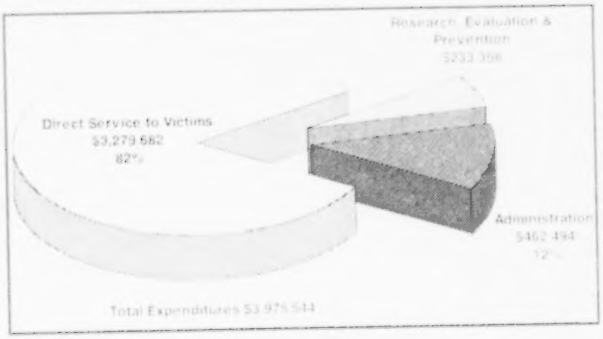
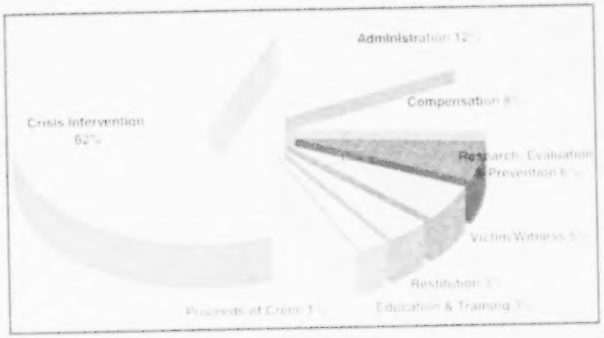
Activities and Results

Financial Management

2002-03 Actual Expenditures





Audited financial statements can be found on the Department web site at www.saskjustice.gov.sk.ca.

- Total revenue for 2002-03 was $3,141,808 (this includes surcharges, increase in surcharge receivables, interest, proceeds of crime, and other miscellaneous revenue). Expenditures for 2002-03 totalled $3,975,544. The balance of the Victims Fund at March 31, 2003, equaled $3,047,751.

- Surcharge allocation was monitored and showed that the level of federal surcharge remained the same and the provincial surcharge increased as a result of an increase in the surcharge rate on provincial offences.

- Monitoring of the return on investment showed a return of $118,000 in revenue from an investment of approximately $3 million, down from $241,136 in the previous fiscal year.

- Efforts to balance revenue and expenditures continued with a variance of approximately $900,000.

- Proceeds of Crime totalling $21,112 were deposited into the Victims Fund in 2002-2003 and $$44,504 was deposited in 2001-02.

- Victim Services assumed financial responsibility for temporarily funding some additional victim-related programs in Justice.

Crisis Intervention Services

- Managed 29 contracts with community agencies and municipal police services to ensure that services are available to 80 per cent of Saskatchewan's population.

- Enhanced funding for all programs by providing a 4.5 per cent increase to program budgets, and by addressing urgent requests for increased funding as resources allowed.

- Assisted in expanding services for victims in the Indian Head and Punnichy RCMP detachments by providing additional funding to the Regina Region Victim Services program with funding from Justice Canada.

- Explored the establishment of services for victims of crime in the Athabasca area with the communities of Black Lake and Stony Rapids, the RCMP, federal representatives, and other Justice representatives.

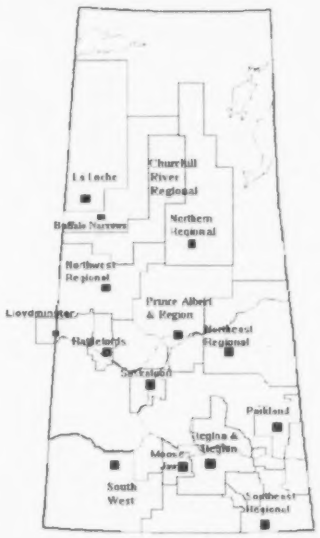
- Organized two training workshops for all Victim Services Coordinators and Aboriginal Resource Officers. In conjunction with one of these workshops, worked with the RCMP to facilitate a conference of RCMP Victim Services Coordinators and Aboriginal Resource Officers to address issues.

- Worked with the RCMP on development of processes to address privacy concerns and to ensure that victims continue to be referred to local Victims Services programs.

- Conducted research into the feasibility of establishing a health benefits package for community-based program staff.

- Worked with all programs to assist in resolving financial and program-related issues.

Community-based Police-affiliated Victims Services Programs



Specialized Victim Services

- Provided funding for five specialized programs: the Domestic Violence Early Intervention Program (Family Service Regina); Victim Support Worker Program (Saskatoon Sexual Assault Centre); the Sexual Assault Line (Regina Women's Community Centre); the Regina Children's Justice Centre; and the Saskatoon Centre for Children's Justice and Victim Services.

- Enhanced funding for all programs by providing a 4.5 per cent increase to program budgets, and by addressing urgent requests for increased funding as resources allowed.

- Continued to assist with funding and management of the Regina Children's Justice Centre and the Saskatoon Centre for Children's Justice and Victims' issues.

Victim/Witness Services

- Continued to offer court orientation and support to those who are most vulnerable.

Victim/Witness Support

Age Group	Males			Females			Total		
Year	2000-2001	2001-2002	2002-2003	2000-2001	2001-2002	2002-2003	2000-2001	2001-2002	2002-2003
Children	56	51	51	53	64	70	109	115	121
Teenagers	56	75	61	129	142	135	185	217	196
Adults	79	97	64	403	387	386	482	484	450
Total	191	223	176	585	593	591	776	816	767

- Developed and distributed the Victim Impact Statement Program Guidelines Manual for criminal justice system personnel province-wide. The manual is available on the Saskatchewan Justice web site.

- Updated the Victims Services Volunteer Training Manual to reflect the new Victim Impact Statement Program.

- Developed and distributed a Victim Impact Statement brochure/form for child victims.

- Chaired a committee of Victims Services, Prosecutions, Court Services, and Saskatchewan Property Management Corporation staff to begin developing plans for a child-friendly courtroom in Regina.

- Commenced development of a provincial Child Witness Protocol, chairing a Working Group comprised of Victims Services, funded agencies, prosecutions, and police.

- Provided funding for new audio-visual equipment for the softroom in the Carlyle RCMP detachment to help reduce the negative impact on children being interviewed by Police, Social Services and Prosecutions.

Victims Compensation

- Implemented a new Victims Compensation application form on April 1, 2002, that is easier to understand and complete.

- Continued development and improvements to the database for the program.

- Amended the Policy and Procedures Manual to reflect changes to regulations to add child exploitation as a compensable offence.

Victims Compensation Statistics

	2002-2003	2001-2002	2000-2001
Applications Received	372	388	377
Applications Approved	328	341	334
Applications Denied	44	47	43
Total Amount Awarded	$301,666	$385,527	$312,454
Average Award	$919.71	$1,130.57	$935.49

Aboriginal Initiatives

- Effectively administered funding for eight Aboriginal Family Violence initiatives.
- Effectively administered funding for five Aboriginal Resource Officer programs.
- Assisted Battlefords Victim Services to access federal funding for a seventh of the Aboriginal Resource Officer program in the Battlefords area.
- Continued to explore the development of a community response to the needs of victims in the Black Lake and Stony Rapids areas.
- Worked with representatives of agencies delivering Aboriginal family initiatives to determine ways of evaluating their progress.
- As a member of an integrated multi-disciplinary team of six provincial management and two federal representatives, delivered training to First Nations police boards and agencies in Northern Communities to help them develop strategies to identify and respond to community issues, such as family violence, gangs and vandalism.
- Worked with several Aboriginal Family Violence Programs to resolve management and financial issues.

Education and Training

- Distributed over 19,000 brochures, posters, fact sheets, bookmarks and other educational material to justice staff, community agencies and individuals.
- Developed a new brochure and poster on the Aboriginal Resource Officer Program.
- Celebrated the 10th Anniversary of Saskatchewan Justice Victims Services during a successful Victims Services Week in October-November 2002. As part of this Celebration, brought together 100 volunteers from across the province to attend an event at Government House, hosted by Her Honour the Honorable Dr. Lynda Haverstock, Lieutenant Governor of Saskatchewan, who recognized their contribution to services for victims of crime.
- Delivered a presentation entitled, "From the Victim's Point of View: Understanding the Impact of Crime and the Needs of Victims", to a provincial conference of Community Justice Workers. Arranged for four Police-affiliated Victims Services and Aboriginal Resource Officer program staff to attend the conference.
- Placed an advertisement on child abuse prevention in a magazine widely read by children and youth in Saskatchewan.
- Provided 28 multi-disciplinary training sessions to police, funded agency staff and related community organizations in 26 communities on the Justice Response to Domestic Violence.
- Victim/Witness Coordinators provided three training sessions to Police-affiliated Victims Services staff and volunteers on court accompaniment for victim/witnesses, and court orientation for adult witnesses.
- Provided training on Victims Compensation to staff and volunteers in two Police Affiliated programs (in Saskatoon and Moose Jaw) and one to the Acquired Brain Injury Team in Saskatoon.
- Delivered three training sessions on family violence and two on Victims Services to students at the Saskatchewan Police College.
- In cooperation with Social Services and/or the Regina Children's Justice Centre, delivered 12 educational sessions to 360 RCMP recruits on developmental issues of child witnesses, non-offending parent needs, considerations for interviewing children and special considerations for child witnesses in the courts.
- Distributed the Victim Impact Statement Guidelines to criminal justice staff.
- On request, delivered seven presentations to Victims Services staff and volunteers.

Coordination

- Met monthly with RCMP "F" Division Community Services to discuss and address issues of mutual concern.
- Consulted, as appropriate, with other areas of Justice, for example, Law Enforcement, Community Services, as well as the Department of Corrections and Public Safety on issues related to policies process and procedures affecting victims of crime.
- Participated in a Federal/Provincial/Territorial Family Violence Forum in Aylmer, Quebec.
- Participated in various interdepartmental committees on family violence, child abuse, child exploitation and the implementation Committee of the Youth Criminal Justice Committee.
- Attended three meetings of the Federal/Provincial/Territorial (FPT) Working Group on Victims Issues.
- Represented Justice on the Premier's Voluntary Sector Initiative Committee in order to share lessons learned by Victims Services in working with a program that uses approximately 300-400 volunteers to deliver services to victims of crime, and to identify the issues facing volunteers working in all justice-related programs in Saskatchewan.

Research and Evaluation

- Continued the provincial evaluation of Police-affiliated Victims Services and Aboriginal Resource Officer programs.
- Completed data gathering for the provincial client survey. Began planning for province-wide stake-holder focus groups.
- Obtained federal funding for the second phase of a tracking project on domestic violence.
- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Continued work on a statistical database for Police-affiliated Victims Services, Aboriginal Resource Officers, and Victim/Witness Programs. Conducted internal testing and fine-tuning of the application in preparation for piloting.
- Participated as a member of the National Victims Initiative Evaluation Advisory Committee.
- As part of a Tri-Provincial research team with representatives from Universities in three provinces, conducted research on the use of civil legislation in responding to domestic violence in Western Canada.

Prevention of Victimization Programming

- Provided financial support for seven projects through the involvement in the Child Action Plan - Prevention and Support Grant Committee.
- Continued funding for three "Children Who Witness Domestic Violence Programs" and for an anti-prostitution program in Regina, the "Street Workers Advocacy Program".

2003-04

- Victims Services will continue to work towards its vision of a justice system responsive to the needs of victims in the coming year.

Police-affiliated Victims Services Programs
2002/2003

Program	Population Served	Communities Served[1]	Staffing (FTE)	Volunteers	Date Funding Commenced	Victims Funding
Battlefords Victim Services	27,000	North Battleford, Battleford and Glaslyn	1.5	10	Oct-94	$ 61,900
La Loche Victim Services	5,000	La Loche	1	1	May-94	$ 55,700
Lloydminster Regional Victim Services[2]	35,000	Lloydminster, Maidstone, Onion Lake, and Turtleford	1	20	Feb-98	$ 40,500
Moose Jaw and District Victim Services	34,000	Moose Jaw City, and Moose Jaw RCMP Detachment	1.3	18	Jan-94	$ 54,600
Northeast Regional Victim Services	36,000	Tisdale, Melfort, Carrot River, Nipawin Cumberland House, Hudson Bay and Porcupine Plain	2	34	Oct-95	$ 104,300
Northern Region Victim Services and Aboriginal Resource Officer Program	8,000	La Ronge	2	3	Aug-96	$ 98,700
Northwest Regional Victim Services	16,000	Meadow Lake, Green Lake, Loon Lake, Pierceland and St. Walburg	1	11	Oct-95	$ 55,600
Parkland Victims Services and Aboriginal Resource Officer Program	32,000	Yorkton, Broadview and Kamsack	2.5	31	Apr-93	$ 115,600
Prince Albert Regional Victim Services	35,000	Prince Albert Rural, Shellbrook, Birch Hills, Big River Smeaton and Wakaw	1.2	23	Jul-97	$ 61,400
Prince Albert Victim Services and Aboriginal Resource Officer Program	36,000	Prince Albert City	1.5	42	Jun-94	$ 108,000
Regina Region Victim Services	25,000	Regina Rural, Avonlea, Fort Qu'Appelle, Indian Head, Lumsden, Milestone, Punnichy, Southey and Strasbourg	2.2	30	Oct-94	$ 105,400
Regina Victim Services and Aboriginal Resource Officer Program	193,000	Regina City	4	20	May-93	$ 159,600
Saskatoon Victim Services and Aboriginal Resource Officer Program[3]	215,000	Saskatoon City and RCMP Detachments of Saskatoon and Warman	5	50	Oct-92	$ 230,875
Southeast Regional Victim Services	33,000	Estevan City and Estevan Rural, Carnduff, Fillmore, Kipling and Carlyle	1.1	15	Oct-94	$ 56,700
Southwest Victim Services	35,000	Swift Current, Cabri, Gravelbourg, Gull Lake, Kyle, Maple Creek, Morse, Ponteix, and Shaunovan	1	27	Dec-93	$ 57,700
Total Population of Existing Programs	765,000	**Total Volunteers for Victim Services Programs**		335		$ 1,366,575

[1] **Communities Served category identifies detachment jurisdictions.**
[2] **Lloydminster Program was cost shared with Alberta.**
[3] **Saskatoon includes funding for Centre for Children's Justice.**